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Financing of the United Nations Stabilization Mission in Haiti

Budget for the United Nations Stabilization Mission in Haiti for the period from 1 July 2010 to 30 June 2011

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2010 to 30 June 2011, which amounts to $865,313,200.

The budget provides for the deployment of 8,940 military contingent personnel, 1,451 United Nations police officers (including 100 categorized as Government-provided personnel), 2,940 formed police personnel, 731 international staff, 1,478 national staff, and 277 United Nations Volunteers, including temporary positions.

The total resource requirements for MINUSTAH for the financial period have been linked to the Mission's objective through a number of results-based frameworks, organized according to components (democratic development and consolidation of State authority; security, public order and development of the rule of law; human rights; humanitarian and development coordination; and support). The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2008/09)*	*Apportionment (2009/10)*	*Cost estimates (2010/11)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	280 471.1	341 395.6	400 634.1	59 238.5	17.4
Civilian personnel	128 409.3	155 407.1	163 498.6	8 091.5	5.2
Operational costs	165 521.3	235 590.3	301 180.5	65 590.2	27.8
Gross requirements	**574 401.7**	**732 393.0**	**865 313.2**	**132 920.2**	**18.1**
Staff assessment income	13 289.6	14 067.3	18 022.8	3 955.5	28.1
Net requirements	**561 112.1**	**718 325.7**	**847 290.4**	**128 964.7**	**18.0**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**574 401.7**	**732 393.0**	**865 313.2**	**132 920.2**	**18.1**

Human resources[a]

	Military contingents	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*[d]	*Total*
Executive direction and management									
Approved 2009/10	—	—	—	20	12	—	—	—	**32**
Proposed 2010/11	—	—	—	21	12	21	—	—	**54**
Components									
Democratic development and consolidation of State authority									
Approved 2009/10	—	—	—	85	115	—	35	—	**235**
Proposed 2010/11	—	—	—	81	118	49	48	—	**296**
Security, public order and development of the rule of law									
Approved 2009/10	8 940	1 151	2 460	50	51	2	39	100	**12 793**
Proposed 2010/11	8 940	1 351	2 940	50	51	50	42	100	**13 524**
Human rights									
Approved 2009/10	—	—	—	24	32	—	8	—	**64**
Proposed 2010/11	—	—	—	24	32	12	11	—	**79**
Humanitarian and development coordination									
Approved 2009/10	—	—	—	6	12	—	1	—	**19**
Proposed 2010/11	—	—	—	6	9	7	1	—	**23**
Support									
Approved 2009/10	—	—	—	349	1 009	102	148	—	**1 608**
Proposed 2010/11	—	—	—	351	1 011	304	175	—	**1 841**
Total									
Approved 2009/10	8 940	1 151	2 460	534	1 231	104	231	100	**14 751**
Proposed 2010/11	8 940	1 351	2 940	533	1 233	443	277	100	**15 817**
Net change	**—**	**200**	**480**	**(1)**	**2**	**339**	**46**	**—**	**1 066**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.
[d] Included as part of the 1,451 United Nations police authorized by the Security Council.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Stabilization Mission in Haiti (MINUSTAH) was established by the Security Council in its resolution 1542 (2004). The Council, by its resolution 1892 (2009), decided to extend the mandate of MINUSTAH until 15 October 2010 and that MINUSTAH will consist of a military component of up to 6,940 troops of all ranks and of a police component of up to 2,211 police.

2. Following the earthquake on 12 January 2010 that severely damaged Haiti's capital and other major cities of the south, the Security Council, by its resolution 1908 (2010) of 19 January 2010, endorsed the recommendation of the Secretary-General to increase the overall force levels of MINUSTAH to support the immediate recovery, reconstruction and stability efforts, and decided that MINUSTAH will consist of a military component of up to 8,940 troops of all ranks and of a police component of up to 3,711 police.

3. Pursuant to Security Council resolution 1908 (2010) and in the light of the aftermath of the earthquake, the Secretary-General, in his note dated 26 March 2010 on the financing arrangements for MINUSTAH for the period from 1 July 2009 to 30 June 2010 (A/64/728), requested net additional resources of $120,641,800 to meet additional operational requirements of the Mission resulting from the tragic loss of life of the Mission personnel, the magnitude of the damage to its equipment, facilities and infrastructure, as well as the requirements to respond to the wider humanitarian crisis that came about after the earthquake. On the recommendation of the Advisory Committee on Administrative and Budgetary Questions, the General Assembly, in its resolution 64/264 of 13 May 2010, authorized the Secretary-General to enter into commitments in an amount not exceeding $120,641,800 for the operation of the Mission for the 2009/10 period.

4. In addition, the Secretary-General, in his note of 30 April 2010 on the financing arrangements for MINUSTAH for the period from 1 July 2010 to 30 June 2011 (A/64/764), informed the General Assembly of the constraints on the capacity of the Mission to formulate a comprehensive and detailed budget proposal for the 2010/11 period, taking into account the fluidity of the situation and immediate operational requirements resulting from the earthquake. Consequently, the Secretary-General requested the General Assembly to authorize him to enter into commitments in the amount of $380,402,700 for the period from 1 July to 31 December 2010, and to assess the same amount among Member States, pending the submission of the detailed budget proposal for the period from 1 July 2010 to 30 June 2011. The Advisory Committee, in its related report of 25 May 2010 (A/64/660/Add.16), recommended that the General Assembly authorize the Secretary-General to enter into commitments, with assessment, in an amount not exceeding $375 million for the period from 1 July to 31 December 2010. The General Assembly, by its resolution 64/278 of 24 June 2010, authorized the Secretary-General to enter into commitments in a total amount not exceeding $380 million for the operation of the Mission for the period from 1 July to 31 December 2010.

5. By its resolution 1927 (2010) of 4 June 2010, the Security Council authorized the deployment of a further 680 police in addition to the police strength authorized by resolution 1908 (2010), as a temporary surge capacity with clearly defined

objectives, and a particular focus on building the capacity of the Haitian National Police, and decided that MINUSTAH will consist of a military component of up to 8,940 troops of all ranks and of a police component of up to 4,391 police.

6. By its resolution 1944 (2010) of 14 October 2010, the Security Council decided to extend the mandate of MINUSTAH until 15 October 2011 and to maintain the current overall force levels, which consist of a military component of up to 8,940 troops of all ranks and of a police component of up to 4,391 police.

7. MINUSTAH is mandated to help the Security Council achieve an overall objective, namely, to restore peace and security and to further the constitutional and political process in Haiti. In the wake of the January 2010 earthquake, this overall objective entails preserving the gains of stabilization made since 2004 and enabling humanitarian, recovery and reconstruction activities.

8. Within this overall objective, MINUSTAH will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to five components: (a) democratic development and consolidation of State authority; (b) security, public order and development of the rule of law; (c) human rights; (d) humanitarian and development coordination; and (e) support.

9. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of MINUSTAH and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MINUSTAH, in terms of the number of personnel, have been attributed to the individual components, with the exception of the executive direction and management of MINUSTAH, which can be attributed to MINUSTAH as a whole. Variances in the number of personnel, compared to the budget of 2009/10, have been explained under the respective components.

10. The Mission is established in all 10 of Haiti's departments. The Mission headquarters is located in the capital, Port-au-Prince. The earthquake of 12 January 2010 destroyed the main headquarters of MINUSTAH, claiming the lives of 102 United Nations personnel. The Mission's headquarters has therefore relocated to its logistics base at Port-au-Prince airport and is establishing additional office space in existing United Nations camps. The MINUSTAH logistics base is also serving as temporary quarters for United Nations agencies, funds and programmes, whose premises were affected by the earthquake. In February 2010, MINUSTAH established the Santo Domingo Liaison and Support Centre to coordinate international assistance to Haiti with the Government of the Dominican Republic, the diplomatic community and donor representatives based in the Dominican Republic, as well as the United Nations country team in the Dominican Republic. Some administrative offices of the Mission Support Division have been moved to the Liaison and Support Centre in the capital of the Dominican Republic.

11. The MINUSTAH regional offices are established in all the principal cities of the 10 departments: Port-au-Prince (West); Port-de-Paix (North-West); Cap-Haïtien (North); Fort-Liberté (North-East); Hinche (Centre); Gonaïves (Artibonite); Miragoâne (Nippes); Jacmel (South-East); Les Cayes (South); and Jérémie (Grande-Anse). MINUSTAH also has a sub-office in Saint-Marc (Artibonite) and since February 2010, one in Léogâne (West), which was established to coordinate and

support United Nations relief and reconstruction operations at the epicentre of the earthquake.

12. In the aftermath of the earthquake, the Security Council adopted resolution 1908 (2010), by which it increased the overall force levels of MINUSTAH to support the immediate recovery, reconstruction and stability efforts. The authorized strength was set at 8,940 troops and 3,711 police, representing an increase of 2,000 and 1,500 personnel, respectively. In addition, it was agreed that the new police strength would include up to 100 corrections experts to be deployed in prisons to assist the Government to improve the management and detention conditions of prisons, many of which had been damaged in the earthquake. On 4 June 2010, the Security Council authorized a further increase in the strength of United Nations police by 680 officers — to a new ceiling of 4,391 — as a temporary surge capacity with a particular focus on building the capacity of the Haitian National Police.

13. The military component of the Mission is deployed in the 10 areas of responsibility, including Port-au-Prince, Gonaïves, Cap-Haïtien, Fort-Liberté, Port-de-Paix, Mirebalais, Léogâne, Port-Salut, Jacmel and Les Cayes, with the contingents deployed in 26 locations. Based on a recent review of the configuration of the Mission forces, the military has closely aligned its area of operation with the departmental division of the country. MINUSTAH maritime components are deployed in Fort-Liberté, Port-Salut, Jacmel and Gonaïves and are temporarily deployed in the Killick Coast Guard Base in Port-au-Prince. MINUSTAH is co-located with *Direction Générale des Impôts* (the Tax Service) at four land border sites in Ouanaminthe, Belladère, Malpasse and Anse-à-Pitres. Thirteen formed police units are currently deployed in Port-au-Prince and also provide a security presence, including riot and crowd-control functions, in Gonaïves, Cap-Haïtien and Les Cayes, with preparations ongoing for the deployment of nine additional formed police units, of which four will be deployed in Port-au-Prince and five to Hinche, Limbe, Port-de-Paix, Jacmel and Jérémie.

14. After the January 2010 earthquake, and pursuant to Security Council resolution 1908 (2010), the military component was reinforced with infantry personnel (one battalion and two companies), engineering personnel (four companies), military police (one platoon), medical doctors (for level II hospital) and staff officers (for Mission headquarters) to strengthen the Mission capacity to provide security and support humanitarian efforts. Following the withdrawal of the vast majority of the 22,000 non-United Nations military personnel deployed in the wake of the earthquake, and with only 106 non-United Nations troops remaining in Haiti as of mid-September 2010, the military component assumed an even greater role in ensuring a secure and stable environment and supporting relief and recovery efforts.

15. The United Nations police component is deployed in all 10 departments and co-located in 64 main police stations throughout the country — 10 more than the 2009/10 period. The expansion of the co-location programme in commissariats seeks to further strengthen the capacity of the Haitian National Police. The United Nations police also increased its deployment in Port-au-Prince and other cities affected by the earthquake to enable joint operations with the Haitian National Police in internally displaced persons (IDPs) camps and in crime-prone areas. Two overriding police priorities are protecting displaced persons with particular regard to vulnerable groups, and addressing new security risks, such as the escape of gang leaders from prisons that collapsed in the earthquake.

16. Pursuant to Security Council resolution 1780 (2007), the Mission has established its presence at four land border crossing points (Ouanaminthe, Belladère, Malpasse, Anse-à-Pitres) and has deployed military contingents and patrol boats at five maritime locations (Fort-Liberté, Gonaïves, Killick, Port-Salut and Jacmel). Deployments in Jérémie and Miragoâne have been delayed, pending the agreement by the Government of Haiti. In addition, deployment in Port-de-Paix has been delayed, owing to limited engineering resources. The Mission will maintain its presence through the co-location of MINUSTAH Police and Civil Affairs Offices with, or adjacent to, the offices of Haitian customs, immigration-emigration and security authorities in 10 ports (Fort-Liberté, Cap-Haïtien, Port-de-Paix, Gonaïves, Saint-Marc, Port-au-Prince, Miragoâne, Jérémie, Les Cayes and Jacmel) and with, or adjacent to, the four land border locations in Ouanaminthe, Belladère, Malpasse and Anse-à-Pitres.

B. Planning assumptions and mission support initiatives

17. Haiti has made considerable progress towards stabilization and sustained economic development since 2004. The earthquake of January 2010 did not destroy these gains, but did damage them. The earthquake exacerbated already high levels of vulnerability, creating new risks and security threats. Over 220,000 people died, about 188,400 homes were totally destroyed or damaged, and some 2 million people were displaced. Approximately 1.3 million people are living in tents and makeshift shelters. Living and security conditions in settlement camps have made vulnerable groups, particularly women and children, more exposed to exploitation, human trafficking, gender-based violence and HIV/AIDS. Half a million children, many of them unaccompanied or separated from their families, are deemed to be extremely vulnerable.

18. The humanitarian crisis unfolded against the backdrop of a sudden loss of State capacity. All three branches of government and key rule of law institutions sustained heavy human losses and infrastructure damage, and have been significantly weakened as a result. Dangerous criminals and gang leaders escaped from damaged prisons. Reduced judicial activity and the destruction or absence of property, birth, marriage and death records undermined the legal protection of earthquake victims. Critical reforms in the police, the judiciary and the corrections administration slowed down or temporarily stopped after the earthquake. The February 2010 elections for the Chamber of Deputies and one third of the Senate were also postponed, creating a climate of political uncertainty. Holding legislative and presidential elections on 28 November 2010 became a major priority to ensure a democratic transfer of power in accordance with the constitutional calendar and the legitimacy of elected institutions.

19. The Haitian Government presented an action plan for national recovery and reconstruction at an international donor conference for Haiti on 31 March 2010. Member States of the United Nations and international partners pledged $5.5 billion for 2010/11, of which approximately $506 million has been disbursed and an additional $595 million has been committed. The Government established the Interim Haiti Recovery Commission to coordinate and oversee recovery and reconstruction efforts. The United Nations is a member of the Recovery Commission, where it is represented by the United Nations Development Programme (UNDP). A multi-donor trust fund managed by the World Bank, the Haiti Reconstruction Fund, was

established to oversee the allocation of international resources towards projects approved by the Recovery Commission.

20. The Special Representative of the Secretary-General and Head of MINUSTAH is vested with the authority to coordinate all activities of United Nations agencies, funds and programmes, which were realigned to the Government action plan for national recovery and reconstruction of March 2010. The Special Representative of the Secretary-General, therefore, plays a critical role in the coordination of international reconstruction efforts with the Interim Haiti Recovery Commission, in particular its co-Chairs, the Prime Minister of Haiti, Jean-Max Bellerive, and former President of the United States of America William J. Clinton.

21. President Clinton was appointed United Nations Special Envoy for Haiti in May 2009 to enable economic growth and stability by mobilizing private sector investment and donor support. Following the January 2010 earthquake, the Secretary-General requested the Special Envoy to take on a coordination role in the relief and reconstruction efforts. The Special Envoy advocates for the international community to realize and sustain their commitments to Haiti for long-term recovery, and help channel assistance effectively to communities in need. In cooperation with the Special Representative of the Secretary-General, the Special Envoy helps coordinate the work of United Nations agencies and other international partners in Haiti, including government donors, private investors and non-governmental organizations. In these capacities, he is supported by the Office of the Special Envoy at United Nations Headquarters in New York.

22. Today, Haiti faces a combination of post-disaster and stabilization challenges. Three challenges stand out: maintaining stability to enable recovery, reconstruction and institutional reforms; building capacity to maintain the operations of State institutions affected by the earthquake and mitigate natural disasters; and coordinating international aid to ensure that it does not exacerbate the unequal distribution of wealth and opportunities that has long fuelled instability in the country.

23. Rebuilding Haiti and putting its institutions on the path of democratic consolidation will be the collective outcome of the Government, international institutions, donors and non-governmental organizations. MINUSTAH is a critical actor in the consolidation of social peace, political stability and the rule of law. In his report of 22 April 2010 to the Security Council (S/2010/200 and Corr.1), the Secretary-General advised the Security Council of his intent to review the role of MINUSTAH. He made recommendations for a temporary surge effort in support of the Government to preserve the gains of stabilization to date and enable a smooth transition to reconstruction. In his report of 1 September 2010 (S/2010/446), the Secretary-General further noted that the response of the Security Council to the earthquake was quick and decisive, which led to a post-earthquake troop and police surge, and a provision for logistical and technical support to the Government of Haiti. Operating within this framework, MINUSTAH can help create the opportunities the Government needs in the critical months ahead to lead Haiti in a positive direction. The November 2010 elections and the inauguration of a new president in February 2011 will be key milestones in the surge. A peaceful transfer of power would allow the military and police components to consider drawing down depending on the prevailing security conditions.

24. Acting within its current mandate, MINUSTAH will continue its collaboration with the Office of the Coordinator for Humanitarian Affairs and the United Nations

country team in supporting the humanitarian and recovery efforts during the 2010/11 budget period. Resource requirements for the 2010/11 period take into consideration the provision of military and police support to recovery and reconstruction efforts, assistance to State institutions and communities through expanded quick-impact projects and community-violence reduction activities, support to the Office of the Special Envoy, and direct logistical and technical support to the Government. In line with Security Council resolution 1927 (2010), the logistical and technical expert support to the Government will be temporary and will focus on two areas: operations of rule-of-law institutions affected by the earthquake and resettlement of displaced persons. Such support will be phased out as donor assistance to Haiti translates into State-owned resources and as national capacity grows. The Mission has also provided logistical and technical expert support to the Government in connection with the establishment of a commission of inquiry into the 19 January 2010 incident in Les Cayes prison, in which a number of inmates lost their lives.

25. The deployment of the additional 2,000 military personnel authorized under Security Council resolution 1908 (2010) will be completed by October 2010 with the emplacement of the remaining two engineering companies. The initial 1,700 military personnel had already been deployed by 30 June 2010. Nine additional formed police units are expected to deploy in the fourth quarter of 2010. The full deployment of United Nations police and Corrections Officers is expected to be completed by the end of October 2010 and December 2010, respectively. The contingent-owned armoured personnel carriers of six infantry battalions will be replaced by light patrol vehicles during the 2010/11 period.

26. The Mission, in line with the temporary nature of the increased military and police strength, does not consider it justifiable to provide hard-wall accommodation for units that will only be present in MINUSTAH on a short-term basis. For optimization of effort, increased military engineering capability will be utilized alongside the outsourcing of the construction of seven camps for the existing contingents and formed police units. Hard-wall accommodation will only be provided to troops and formed police personnel who are not part of the 4,180 uniformed personnel deployed in the surge following the earthquake. The surge personnel will have to remain in tents after the initial 12-month period of their deployment, with the Mission providing utilities such as bulk and potable water and uninterrupted power to all MINUSTAH premises and military and police components, as appropriate.

27. To meet its expanded role, it is proposed that the staffing level of the Mission civilian component be temporarily strengthened. Under the terms of General Assembly resolution 64/278, and in addition to the approved civilian staffing establishment for the 2009/10 period, a total of 300 temporary positions, comprising 131 international positions, 143 national positions and 26 United Nations Volunteer positions, were provisionally approved for the period from 1 July to 31 December 2010 to enable the Mission to carry out programmatic and support activities related to the increase in the strength of its military and police components and the expansion of its operations. Based on the results of a comprehensive review of the Mission staffing requirements and taking into account the increased substantive complexity of MINUSTAH operations during this surge period, the 2010/11 budget includes a proposal for the approval of a net additional 386 temporary civilian positions to support the Mission on a temporary basis, which would be gradually phased out as the Government need for direct support diminishes and reconstruction efforts wind up. In accordance with the temporary nature of the surge, the additional

substantive and support staffing requirements are proposed as temporary positions in the 2010/11 period to be linked with the duration of the surge.

28. The Mission Support Division will have eight key activities to support during the 2010/11 period, along with the ongoing efficient and effective provision of day-to-day support, and the additional requirement to support the humanitarian efforts in Haiti. These key activities comprise: (a) the completion of the deployment and sustainment of the additional 4,180 uniformed personnel; (b) the strengthening of the main regional offices in the north and the south in support of the administrative processes in the regions; (c) the replacement of the office accommodation of the Mission and the provision of temporary accommodation for Mission personnel; (d) logistical and administrative support to the Government of Haiti; (e) logistical and administrative support to the Office of the Special Envoy; (f) support for the local and national elections; (g) the administration of the Liaison and Support Centre in Santo Domingo; and (h) the implementation of budgetary measures to reduce the increase in resource requirements for the surge period, as explained in paragraph 36 of the present report.

29. In compliance with General Assembly resolution 64/278, a comprehensive evaluation of the staffing requirements was carried out by the Mission and is reflected in the present budget. It included the identification of functions that are being performed by individual contractors on a continuing basis — that is, more than nine months — for which temporary positions have been proposed, as appropriate. In addition, the Mission has made several attempts to outsource unskilled functions that are required but without success. Temporary positions are proposed, as appropriate and in connection with the temporary surge of 2,000 military personnel and 2,180 police personnel.

30. Given that the Mission headquarters was destroyed in the earthquake of 12 January 2010, the Mission logistics base and a converted military camp in Port-au-Prince serve as an interim space to accommodate staff from the damaged premises and members of the United Nations country team in Haiti. In line with Security Council resolutions 1908 (2010) and 1927 (2010), the Mission shall focus primarily on the restoration of all MINUSTAH premises that were damaged during the earthquake, including both office space and residential accommodation of civilian personnel. The major priority projects would include the reconstruction, the rehabilitation and the reallocation of office space within the MINUSTAH logistics base, the establishment of an interim Mission headquarters and office space for the net additional 386 civilian staff, and the establishment of a 210-person staff temporary accommodation camp. Major work on a longer-term replacement for the Mission headquarters is not expected to start during the 2010/11 period, and only the initial design works would be performed by a consultant during the budget period.

31. In line with the mandate of the Mission to assist the Government of Haiti in the conduct of the November 2010 elections, air and surface movement support will be provided for the distribution of electoral materials and ballots throughout the country, as well as for the air transportation of Government officials, international observers and consultants during the electoral period in late 2010.

32. While the majority of substantive activities will remain based in Haiti, it is essential to reconfigure the MINUSTAH deployment to reduce the exposure of United Nations personnel and property to potential disasters, such as earthquakes and hurricanes, as well as criminality and riots. Towards this end, MINUSTAH

relocated those functions that do not have to be permanently located in Haiti to support the Mission from Santo Domingo in the Dominican Republic. Santo Domingo had been selected owing to its natural proximity to Haiti and to the fact that it provides a high level of developed infrastructure and requires a limited amount of United Nations resources to become an operational location. It is assumed that the Santo Domingo Liaison and Support Centre will remain an integral part of the mission support infrastructure for the 2010/11 period.

33. A small liaison office for the Special Representative of the Secretary-General has also been located in Santo Domingo to ensure full coordination and cooperation with the humanitarian cluster system led by the Resident Coordinator, the country team in the Dominican Republic, and the Government of the Dominican Republic on issues related to Haiti and to facilitate media and public relations activities.

34. The Mission will provide logistical and technical expertise to the Government of Haiti in building capacity to support its rule-of-law institutions and the timely implementation of its resettlement strategy for displaced persons. In addition, the Mission will provide temporary office space and basic equipment to the Ministry of Justice and Public Security, judicial and corrections institutions, the Haitian police and local administrations for continued operations and delivery of basic services until adequate infrastructure is in place.

35. Furthermore, the Mission will provide logistical and administrative support to the Office of the Special Envoy to cover a portion of the staffing and other administrative costs associated with the Office of the Special Envoy for the 2010/11 period.

36. In order to reduce the significant increase in resources associated with the level of increase in personnel and tasks of MINUSTAH, the Mission has taken the decision to limit the provision of supplies, services and equipment, and the magnitude and scope of construction programmes during the surge period. Several measures that are being implemented will lead to a relatively modest increase in resource requirements. These measures will require that some of the operational standards in peacekeeping will not be applied during the surge period. Given the short time frame anticipated for the surge deployment, the provision of hard-wall facilities for the additional troops and police personnel is not considered economically sensible, as these facilities require a significantly higher level of resources. Only a limited number of camps (seven) with hard-wall facilities will be constructed during the 2010/11 period. Mission support has factored in a general reduction in recurrent operational costs, such as fuel, supplies and routine maintenance through the outsourcing of small civil engineering works, which would include general services for facilities and camp management.

37. The Mission plans to upgrade and expand the layer-one network, which includes fibre optic, high-capacity microwave and Gigabit Ethernet. This will lead to greater accessibility of information and communications technology resources and increased productivity and efficiency in terms of costs and services. The systems upgrade would enable the provision of round-the-clock voice and data, simplified videoconferencing, IP telephony, Wi-Fi and full mobility with remote access to office applications. The virtualization of servers and centralization of data back-up would reduce hardware requirements and increase data security and retention.

C. Partnerships, country team coordination and integrated missions

38. The Mission has developed links with the United Nations country team in the Dominican Republic, with special focus on cross-border issues with Haiti. The Mission and the Office for the Coordination of Humanitarian Affairs established the Joint Operations and Tasking Centre within days of the earthquake to act as a central planning and tasking facility in support of international relief and early recovery activities. In July 2010, MINUSTAH and the United Nations country team developed a United Nations integrated strategic framework proposal for Haiti to establish a joint strategy in support of stability and reconstruction. The framework will be based on the priorities of the Government national action plan for recovery and development, and will draw on a number of key documents, including on the United Nations shared vision, the post-disaster needs assessment, Security Council resolution 1927 (2010), the 2009-2011 United Nations Development Assistance Framework (UNDAF) and the 2007 poverty reduction strategy paper. The Mission and the United Nations country team have identified three major priorities for the next 18 months: (a) the presidential and legislative elections of November 2010 and subsequent transfer of power; (b) the resettlement of more than half of the displaced population by December 2011; and (c) the implementation of the action plan for national recovery and reconstruction in areas where the United Nations has a clear comparative advantage. Based on a shared vision of the role of the United Nations in Haiti, the integrated strategic framework, which is expected to be completed in November 2010, will identify feasible objectives for peace consolidation, recovery and development. It will also specify clear responsibilities for each United Nations organization to make the best use of their respective resources. The results-based-budgeting frameworks of MINUSTAH and the country programmes of the United Nations country team members will translate the strategic priorities set out in the integrated strategic framework into rights-based programmes and activities to achieve the collective outcomes.

39. The period covered by the integrated strategic framework coincides with the time frame defined by the Government in its action plan and with the temporary expanded role of MINUSTAH in support of the rule-of-law institutions and the Government resettlement strategy for displaced persons. The period covered by the integrated strategic framework also corresponds to the remaining phase of the 2009-2011 UNDAF. The integrated strategic framework provides a platform for the realignment of United Nations country team objectives and programmes with the Government national action plan, to reflect the new reality on the ground. It is, therefore, set to replace UNDAF as the main reference for the United Nations system in Haiti until December 2011.

D. Results-based-budgeting frameworks

Executive direction and management

40. Overall Mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2009/10	1	1	2	1	3	8	6	—	14
Proposed posts 2010/11	1	1	3	1	3	9	6	—	15
Net change	—	—	**1**	—	—	**1**	—	—	**1**
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	1	3	2	3	9	2	—	11
Net change	—	**1**	**3**	**2**	**3**	**9**	**2**	—	**11**
Office of the Deputy Special Representative of the Secretary-General									
Approved 2009/10	1	1	2	—	2	6	3	—	9
Proposed 2010/11	1	1	2	—	2	6	3	—	9
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	2	1	1	4	1	—	5
Net change	—	—	**2**	**1**	**1**	**4**	**1**	—	**5**
Office of the Deputy Special Representative of the Secretary-General (humanitarian and development coordination)									
Approved posts 2009/10	1	1	2	—	2	6	3	—	9
Proposed posts 2010/11	1	1	2	—	2	6	3	—	9
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	2	1	—	3	2	—	5
Net change	—	—	**2**	**1**	—	**3**	**2**	—	**5**

	International staff[a]								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Total									
Approved 2009/10	3	3	6	1	7	20	12	—	32
Proposed 2010/11	3	3	7	1	7	21	12	—	33
Net change	—	—	**1**	—	—	**1**	—	—	**1**
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	1	7	4	4	16	5	—	21
Net change	—	**1**	**7**	**4**	**4**	**16**	**5**	—	**21**

[a] Includes National Officers and national General Service staff.

Office of the Special Representative of the Secretary-General

International staff: increase of 1 post and 9 positions

National staff: increase of 2 positions

41. The Office provides assistance to the Special Representative of the Secretary-General in support of his good offices and various activities of the United Nations system in Haiti. Following the earthquake, the interaction of the Special Representative with the Government of the Dominican Republic and diplomatic missions based in the Dominican Republic has intensified with the establishment of the Liaison and Support Centre in Santo Domingo in February 2010. In addition, the Office of the Special Representative of the Secretary-General has assumed responsibility for Mission planning, a function previously performed by the Political Affairs and Planning Division until the earthquake, in order to gain direct oversight of the strategic planning and implementation of the Mission activities that have taken on major humanitarian/recovery dimensions. Until the present time, the additional workload has been carried out by staff members from other field operations, and United Nations agencies, funds and programmes deployed to Haiti under temporary arrangements. However, this is not considered a sustainable solution. The existing staffing resources are insufficient to meet the minimum requirements for the Office to manage an expanded Mission. Accordingly, additional staff are required to support coordination, oversight, planning and protocol functions of the Office of the Special Representative of the Secretary-General.

42. The demands placed on the Office of the Special Representative of the Secretary-General have increased exponentially since the earthquake. The authority of the Special Representative of the Secretary-General to coordinate and conduct all activities of United Nations agencies, funds and programmes was reinforced by the Security Council in its resolution 1927 (2010). As co-Chair of biweekly meetings with the Prime Minister, bilateral and multilateral actors, the Special Representative of the Secretary-General has a primary role in coordinating international assistance to Haiti. The large number of high-level visits to Haiti has also increased the workload of the Office. Maintaining a close liaison with the Government of the Dominican Republic to coordinate international assistance to Haiti, facilitate aid delivery, and foster bilateral relations between both countries has been a part of the

Mission priorities since the earthquake. The United Nations country team in Haiti and the Government of the Dominican Republic are increasing their activities in border areas.

43. In the light of the above, it is therefore proposed to establish 11 temporary positions in the Office of the Special Representative of the Secretary-General, as follows: (a) one Senior Special Adviser (D-1); one Deputy Chief of Staff (P-5), one Political Affairs Officer (P-4), one Planning Officer (P-3) and two Administrative Assistants, one for planning and the other for registry (Field Service) to be based at Mission headquarters; and (b) one Senior Liaison Officer (P-5), one Liaison Officer (P-3), two Administrative Assistants (1 Field Service and 1 national General Service) and one Office Assistant/Driver (national General Service), to be based in the Santo Domingo Liaison and Support Centre.

44. It is proposed that a Senior Special Adviser (D-1) be established as a temporary position to provide strategic advice to the Special Representative of the Secretary-General, in particular with regard to the good offices and coordination of international assistance functions. Under the direct supervision of the Special Representative of the Secretary-General, the Senior Special Adviser would maintain day-to-day relations with key national and international stakeholders, facilitate dialogue with the Government, political parties, the private sector and civil society, provide political advice and make recommendations on policy issues related to stability and reconstruction of Haiti.

45. To cope with the increased workload and responsibilities of the Office of the Special Representative of the Secretary-General, it is proposed that temporary positions for a Deputy Chief of Staff (P-5), a Political Affairs Officer (P-4) and an Administrative Assistant (Field Service) for registry functions be established. The Deputy Chief of Staff (P-5) would assist the Chief of Staff to address management issues, develop policies and ensure their implementation. The Political Affairs Officer (P-4) would assist the Special Representative of the Secretary-General to carry out political and policy matters, help identify emerging issues pertaining to the mandate of the Mission, prepare sensitive reports and briefing papers of the Special Representative to the Secretary-General, review draft speeches, statements and press releases, and maintain notes of meetings. The position of Administrative Assistant (Field Service) is also proposed to assist the Chief of Staff in managing records and correspondence of the Office of the Special Representative of the Secretary-General and ensuring their review, distribution and archiving.

46. During the 2009/10 period, the responsibility for Mission planning was vested in the Political Affairs and Planning Division. However, in the wake of the earthquake, the Office of the Special Representative of the Secretary-General assumed the responsibility for mission planning in order to have direct oversight of the strategic planning, and the implementation of the Mission surge and of the joint planning with the United Nations country team. Therefore, it is proposed that the existing post of Senior Planning Officer (P-5) be redeployed from the Political Affairs and Planning Division to the Office of the Special Representative of the Secretary-General to function under the direct supervision of the Chief of Staff. The Senior Planning Officer would head the new Joint Planning Unit, established in line with the Secretary-General's guidelines and requirements on integration, to support the integrated mission planning process of the Mission and the United Nations country team. The Joint Planning Unit would be jointly staffed by the Mission and

by the United Nations country team. It is also proposed that temporary positions for a Planning Officer (P-3) and an Administrative Assistant (Field Service) be established to staff the Joint Planning Unit. The Planning Officer (P-3) would assist the Senior Planning Officer to develop, monitor and evaluate the strategic plans of the Mission and the integrated strategic framework with the United Nations country team and the Mission. The Administrative Assistant (Field Service) would assist the Planning Officers in the preparation of charts, maps, presentations and reports.

47. With the establishment of the Santo Domingo Liaison and Support Centre, it is proposed that five temporary positions be established in the Office of the Special Representative of the Secretary-General to be based in the Dominican Republic, as follows: a Senior Liaison Officer (P-5) who would support the Office in maintaining liaison with officials of the Government of the Dominican Republic, the diplomatic community and the private sector, under the direct supervision of the Chief of Staff; a Liaison Officer (P-3) who would assist the Senior Liaison Officer in the management of the Office and in preparing reports and briefing documents; an Administrative Assistant (Field Service) who would support the Liaison Officers in carrying out administrative tasks, managing the Office and drafting routine correspondence, media summaries and inputs for reports; an Administrative Assistant (national General Service) and an Office Assistant/Driver (national General Service) who would perform administrative tasks, arrange the transmittal and delivery of documents and perform general clerical functions.

Office of the Deputy Special Representative of the Secretary-General

International staff: increase of 4 positions

National staff: increase of 1 position

48. Since the earthquake, MINUSTAH has seen its role expand in all areas under the responsibility of the Deputy Special Representative of the Secretary-General, which includes the Office of the Rule-of-Law Coordinator, namely rule of law, human rights, elections and mission support. In most cases, this has led to greater coordination needs within the Mission and with the United Nations country team, the Government of Haiti and donors. To meet such needs, it is proposed to establish five temporary positions for a Senior Rule of Law Officer (P-5), a Programme Officer for Rule of Law (P-4), a Special Assistant (P-3), an Administrative Assistant (Field Service) and an Office Assistant/Driver (national General Service).

49. The Senior Rule-of-Law Officer (P-5) would assist the Rule-of-Law Coordinator (D-2) to oversee and support the Justice Section and Corrections Unit and coordinate the Mission activities with those of the United Nations country team and donors. The incumbent would also serve as Deputy Coordinator, a role that warrants a higher level, taking into account the volume and scope of responsibilities. To further strengthen the Office of the Rule-of-Law Coordinator, it is proposed to establish a temporary position for a Programme Officer for Rule of Law (P-4) to support the Mission activities on the planning and implementation of rule of law and to monitor progress towards the priorities of the Government action plan for national recovery and development with regard to police, justice and corrections. The proposed Administrative Assistant (Field Service) would provide administrative and logistical support to the Office of the Rule-of-Law Coordinator.

50. It is further proposed that a temporary position of Special Assistant (P-3) be established to function under the supervision of the Special Assistant to the Deputy Special Representative of the Secretary-General (P-5). The incumbent would assist the Office to coordinate the international assistance for elections and rule of law and garner donor support for the reforms of the police, the corrections system and the administration of justice. Finally, it is proposed to create an Office Assistant/Driver (national General Service) position to perform general administrative and clerical functions.

Office of the Deputy Special Representative of the Secretary-General (Humanitarian Coordinator/Resident Coordinator)

International staff: increase of 3 positions

National staff: increase of 2 positions

51. The extensive scale of the United Nations response to the humanitarian and recovery needs resulting from the earthquake significantly increased the coordination role of the Deputy Special Representative of the Secretary-General, who also serves as Humanitarian Coordinator, Resident Coordinator and UNDP Resident Representative. This position also assumed an enhanced coordination role with regard to the integration of the strategic planning processes of the Mission and the United Nations country team since July 2010 and the establishment of a presidential commission for the relocation of displaced persons. Furthermore, the Deputy Special Representative of the Secretary-General/Resident Coordinator has assumed direct oversight responsibility of the Civil Affairs Section so as to facilitate closer interaction between the civilian field presence of the Mission and the United Nations country team.

52. The Office of the Deputy Special Representative of the Secretary-General/Humanitarian Coordinator/Resident Coordinator is integrated and jointly resourced by the Mission, the Office of the Coordinator for Humanitarian Affairs and UNDP. A priority for the Office in the 2010/11 period is to ensure that activities of the Mission and the United Nations country team are aligned with the Government action plan for national recovery and development. The Office is also the principal interlocutor of MINUSTAH with the Office of the Special Envoy, donors and international organizations involved in recovery and reconstruction activities. To meet the increased operational requirements of the Office, it is proposed to establish four temporary positions: a Senior Coordination Officer (P-5), a Reporting Officer (P-3), and two Coordination Officers (National Officers). The incumbents of these positions would be under the direct supervision of the Chief of the Integrated Office (D-1).

53. The Senior Coordination Officer (P-5) would be responsible for maintaining regular contacts with Government officials, donors and national and international organizations involved in recovery and reconstruction activities. The incumbent would also be responsible for the provision of support to the Government on disaster management, risk reduction and the implementation of the resettlement strategy of displaced persons. The increased responsibilities of the Office require additional reporting capacity, for which the temporary position of Reporting Officer (P-3) is proposed. The incumbent would be responsible for preparing and reviewing briefing packages and reports on the activities of the United Nations country team and of the Mission, ensuring efficient information flow between the various entities

and with the respective offices in New York. The two Coordination Officers (National Officers) would provide daily operational liaison with Government counterparts, civil society groups and non-governmental organizations. The incumbents would also be responsible for assisting in the alignment of United Nations strategic planning with the priorities of the Government action plan.

54. In addition, it is proposed that a temporary position for an Operations Officer (P-4) be established to support the Project Management Coordination Cell, which was established in March 2010 to help coordinate the response to the most urgent humanitarian needs resulting from the earthquake. It is currently projected that such coordination tasks would be transferred to the Government by the end of the 2010/11 period.

Component 1: democratic development and consolidation of State authority

55. Component 1 reflects the assistance support of the Mission to the Government to strengthen democratic governance, consolidate the authority of the State and develop its institutions. The component incorporates the activities of the political and civil affairs, public information and electoral elements of the Mission that will focus on the following priorities: strengthening political dialogue; the holding of democratic elections (presidential and legislative elections have been scheduled for 28 November; the new Government is expected to call local elections in 2011); capacity-building of central and local institutions in support of State decentralization; and the resettlement of the population displaced by the earthquake.

56. In close coordination with the United Nations country team and in line with the priorities of the Government national action plan for recovery and development, the Mission will coordinate international electoral assistance and provide logistical and technical assistance to the Government to organize the elections and implement its resettlement strategy. To foster political dialogue, electoral participation and State decentralization, the Mission will expand its network of regional media centres and the coverage of the United Nations radio to all 10 departments. The Mission will also provide technical assistance to the Government to continue to develop and update an integrated border management strategy aimed at improving customs and immigration controls, thereby strengthening customs revenue collection, border security and the capacity of the State to curb drug and human trafficking.

57. To meet the requirements of these expanded activities, a temporary staffing increase is proposed for supporting elections, building capacity of local State institutions, implementing an expanded programme on quick-impact projects, and promoting outreach campaigns in all 10 departments.

Expected accomplishments	*Indicators of achievement*
1.1 All-inclusive political dialogue and national reconciliation	1.1.1 Inclusive and participatory elections held in accordance with the constitutional calendar and the electoral law
	1.1.2 Adoption of a presidential decree on political party financing
	1.1.3 Less than 65 civil unrest incidents triggered by political issues in 2010/11, compared to 78 in 2009/10 and 229 in 2008/09
	1.1.4 At least 3,500 women candidates in presidential, parliamentary and local elections in 2010/11, compared to 3,388 women candidates in the same elections in 2006

Outputs

- Four meetings per month with the President and the Prime Minister to assess progress on the Government's dialogue with political parties and civil groups, rule-of-law reforms and other areas related to the mandate of MINUSTAH
- Two meetings per month with the President's main advisers to provide advice on an all-inclusive political process
- Monthly meetings with political party representatives at the national level, including a strong representation of women, to consolidate democratic institutions and political pluralism, provide advice on all-inclusive political dialogue, and increase participation of women in elections
- Provision of monthly political analyses to advise Government officials and international organizations involved in Haiti's reconstruction and institution-building on progress towards sustainable stability and security in Haiti
- Establishment and leadership of a mechanism to coordinate international electoral assistance, in cooperation with the Organization of American States, the United Nations country team and other international stakeholders
- Conduct of 20 town hall meetings in all 10 departments to advocate for and provide advice on all-inclusive elections, women's political participation, political dialogue and national reconciliation
- Facilitation of nine meetings (one per department) between women candidates and civil society organizations
- Conduct of public information campaigns in support of political dialogue, national reconciliation and the promotion and understanding of the mandate of MINUSTAH, using various public information, advocacy and public outreach activities, including co-producing a soap opera broadcast in the IDP camps and countrywide to deliver key messages; using audio (MINUSTAH FM), print, video, web and workshop and training activities at the multimedia centres, production and dissemination of a wide range of promotional materials, media relations and strong media engagement, marking United Nations Days, as well as airtime on national radio and television networks, to inform and sensitize the Haitian population both locally and in the diaspora

Expected accomplishments	*Indicators of achievement*
1.2 Strengthened democratic State institutions at the national and local levels	1.2.1 Adoption by Parliament of a law on financial autonomy and accountability of local government structures and local tax reform 1.2.2 Adoption by Parliament of a recommendation for a constitutional reform aimed at decentralization 1.2.3 Proposal by the Government to Parliament of gender-sensitive civil service regulations as part of the reform and decentralization of the State administration

Outputs

- Provision of advice to 17 parliamentary committees through monthly meetings on the advancement of the legislative agenda, including the adoption of bills related to State reform
- Weekly meetings with the Provisional Electoral Council, relevant ministries and government departments to provide advice and technical expert support to coordinate technical, logistic and security preparations for the elections
- Two monthly meetings with representatives of the Government, international organizations and donors at the political and technical level on the coordination of international electoral assistance
- Use of good offices and monthly provision of advice to assist the presidents of the Chamber of Deputies and the Senate to facilitate consensus among political parties, improve the effectiveness of legislative procedures, implement the internal rules of procedure of the Parliament, and adopt best practices from other national legislatures
- Provision of advice and technical assistance to Parliament through two thematic meetings of parliamentarians, donors, national and international non-governmental organizations and United Nations agencies, funds and programmes to foster dialogue on State reforms and public policies
- Organization of three capacity-building workshops, for a total of 100 representatives of civil society groups, and four training programmes, for a total of 350 persons, to foster women's political participation
- Monthly provision of advice and technical support to the Ministry of Women Affairs and Women's Rights, to civil society organizations and to Parliament to establish and implement the Ministry's action plan in the 10 departments and to advocate for a constitutional amendment guaranteeing gender equality and at least 30 per cent of women's representation, as recommended by the National Assembly
- Monthly public information and outreach activities to assist the Government to promote democratic governance and electoral participation, including campaigns to foster women's political participation, through media events marking United Nations Days, workshops, three training activities in each of the multimedia centres, print and broadcast outlets, MINUSTAH FM radio, airtime on national radio and television networks to reach out to communities throughout the country and the diaspora (3 radio spots, 6 special radio programmes nationwide, 2 radio documentaries and 3 television programmes), 5 articles, 2 press conferences per department and the distribution of 50,000 flyers, 115 billboards and 1,008 banners
- Provision of support to electoral authorities to organize and conduct the presidential and legislative elections of 2010 and the local elections of 2011 through weekly provision of advice and technical support with regard to planning, budgeting, procurement, logistics, training, electoral procedures, security, public information, and voters' sensitization, with particular regard to women voters

- Organization of three national forums, in cooperation with the Provisional Electoral Council for political candidates, representatives of political parties, civil society and women's organizations, the media, and local authorities to address issues related to preparations for elections and the update of the voters' list
- Provision of operational and logistical support to electoral authorities to protect, distribute to, and collect from 10,000 polling stations throughout the country ballots and other electoral materials
- Coordination of international electoral assistance to Haiti, including co-chairing and participating in meetings of the Electoral Task Force and other coordination groups (e.g. Table Sectorielle, Comité de Pilotage, Table de Pilotage)
- Coordination of security tasks and technical and logistical assistance to the Haitian National Police and the Electoral Guard to ensure a safe and secure environment during the electoral process

Expected accomplishments	*Indicators of achievement*
1.3 State authority maintained and strengthened throughout Haiti	1.3.1 At least 110 of all 140 municipalities adopt a budget that provides for the improvement of the delivery of basic services in 2010/11, compared to 70 municipalities in 2009/10 and 40 in 2008/09
	1.3.2 Eight departmental border committees operational in 2010/11, compared to seven committees operational in 2009/10 and four in 2008/09
	1.3.3 At least 9,000 children screened by the Haitian National Police Brigade for the Protection of Minors at border crosspoints and international airports to detect possible cases of child trafficking in 2010/11, compared to 6,000 in 2009/10
	1.3.4 Adoption of local tax reform enabling local authorities to increase their own sources of revenue

Outputs

- Provision of technical support to the Ministry of the Interior and Territorial Administration to implement fiscal decentralization and public finance reform, and to increase the efficiency of the municipal administrations
- Provision of technical assistance to 192 public accountants and cashiers, with special regard to female public servants, to strengthen the capacity of 140 municipal administrations to plan for and implement budgets, collect public revenues, manage projects and human resources, and deliver basic services
- Provision of daily technical expert assistance and temporary logistical support, including equipment and 30 prefabricated containers, to establish temporary office space to assist 22 municipalities to plan for and implement the Government resettlement strategy for displaced persons
- Organization of 1 training-of-trainers and 10 training workshops for local authorities on gender and local governance to promote the integration of gender in local administration, and of 20 seminars for local authorities and representatives of civil society and women's organizations on administrative and fiscal decentralization, transparency and accountability
- Implementation of 180 quick-impact projects to assist State institutions in all 10 departments to create employment, improve livelihood conditions of vulnerable groups, with special regard to communities affected by the earthquake, strengthen border management, build capacity of State officials at the local level, and improve the delivery of basic public services, especially in areas affected by the resettlement of displaced persons

- Provision of technical assistance to all 10 departmental delegations and 42 vice-delegations to improve their administrative capacities
- Weekly provision of technical support and assistance to Government and other State officials to develop and implement a border management strategy, improve oversight of border management officials, and establish and maintain 10 departmental border management committees, some of which may include border officials from the Dominican Republic; and implementation of multimedia public information campaigns to raise awareness among beneficiaries of border services
- Provision of technical support to departmental authorities to improve planning and coordination capacities for the delivery of basic social services
- Provision of technical support to assist the Institute for Welfare and Social Research Ministry of Social Affairs and Labor and the Brigade for the Protection of Minors to respond to child trafficking and the association of children with armed and criminal groups through mapping; the formulation of policies; and the creation of a database for the systematic data collection of child trafficking cases
- Organization of 30 round tables and seminars on decentralization, accounting, finance and management control in public services at the local level and implementation of multimedia public information campaign to raise awareness among beneficiaries of public services

External factors

Donors will provide funding to enable implementation of the action plan for national reconstruction. The Government and Parliament will be committed to developing and implementing decentralization.

Table 2

Human resources: component 1, democratic development and consolidation of State authority

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Political Affairs Division (formerly Political Affairs and Planning Division)									
Approved posts 2009/10	—	1	8	3	2	14	6	—	20
Proposed posts 2010/11	—	1	7	3	2	13	6	—	19
Net change	**—**	**—**	**(1)**	**—**	**—**	**(1)**	**—**	**—**	**(1)**
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	1	1	—	—	2	2	—	4
Net change	**—**	**1**	**1**	**—**	**—**	**2**	**2**	**—**	**4**
Electoral Assistance Section									
Approved posts 2009/10	—	1	2	1	1	5	13	11	29
Proposed posts 2010/11	—	1	2	1	1	5	13	11	29
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	1	3	—	4	—	10	14
Net change	**—**	**—**	**1**	**3**	**—**	**4**	**—**	**10**	**14**
Civil Affairs Section									
Approved 2009/10	—	1	19	15	9	44	43	16	103
Proposed 2010/11	—	1	19	15	6	41	46	16	103
Net change	**—**	**—**	**—**	**—**	**(3)**	**(3)**	**3**	**—**	**—**
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	2	4	—	6	13	3	22
Net change	**—**	**—**	**2**	**4**	**—**	**6**	**13**	**3**	**22**
Border Management Unit									
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	3	—	—	3	—	—	3
Net change	**—**	**—**	**3**	**—**	**—**	**3**	**—**	**—**	**3**
Communications and Public Information Section									
Approved posts 2009/10	—	1	2	13	6	22	53	8	83
Proposed posts 2010/11	—	1	4	11	6	22	53	8	83
Net change	**—**	**—**	**2**	**(2)**	**—**	**—**	**—**	**—**	**—**
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	—	—	—	—	19	—	19
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**19**	**—**	**19**
Total									
Approved 2009/10	—	4	31	32	18	85	115	35	235
Proposed 2010/11	—	4	32	30	15	81	118	35	234
Net change			**1**	**(2)**	**(3)**	**(4)**	**3**	**—**	**(1)**
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	1	7	7	—	15	34	13	62
Net change	**—**	**1**	**7**	**7**	**—**	**15**	**34**	**13**	**62**

[a] Includes National Officers and national General Service staff.

Political Affairs Division (formerly Political Affairs and Planning Division)

International staff: decrease of 1 post and increase of 2 positions

National staff: increase of 2 positions

58. To meet the challenges of the post-earthquake surge, the Mission would need to adjust its strategic and operational planning activities. Accordingly, it is proposed that the Strategic Planning Unit, which was part of the Political Affairs and Planning Division in the 2009/10 period, be moved to the Office of the Special Representative of the Secretary-General, as explained in paragraph 41 above, in order to provide the Chief of Staff with direct oversight of the Mission planning and of the integrated planning with the United Nations agencies, funds and programmes, through the Joint Planning Unit, which was established by the Mission and the United Nations country team after the earthquake.

59. As a consequence, it is also proposed that the Political Affairs and Planning Division be renamed the Political Affairs Division.

60. The mandate of MINUSTAH to support the political process has gained greater significance in this pivotal election year. Since May 2010, owing to the postponement of legislative elections as a result of the earthquake, Haiti is being governed by presidential decree. Elections are expected to take place in November 2010 amidst continuing uncertainty on the speed of the recovery and the prospects of economic, social and political reforms, among which is constitutional reform. Political dialogue is critical to consolidate the stability gains of recent years and advance the reconstruction. The Political Affairs Division assists the Special Representative of the Secretary-General in facilitating political dialogue, promoting national reconciliation and strengthening democratic governance. The four major priorities of the Division for the 2010/11 period, all of which have a direct bearing on political stability, comprise (a) elections and constitutional reform; (b) the resettlement of displaced persons; (c) reconstruction; and (d) public security. In order to meet the increased demands on the Division, it is proposed that additional temporary positions for a Director (D-2) and three Political Affairs Officers (1 P-4 and 2 National Officers) be established.

61. The political stakes in Haiti since the earthquake are as high as they were in the 2005/06 period when the leadership of the Division was approved as a post at the D-2 level. The post was subsequently reclassified to the D-1 level in the 2006/07 period when the situation in the country entered a more stable phase following the 2006 presidential elections. It is now proposed that the capacity of the Division be strengthened through the establishment of a temporary position for a Director at the D-2 level. The incumbent would assist the Special Representative of the Secretary-General in addressing the constitutional crisis that could threaten to unravel the political gains from the past years and help build national consensus around major decisions related to recovery, reconstruction and resettlement of displaced persons. The Director would also assume greater responsibility in assisting the Special Representative of the Secretary-General in garnering international support for the new President and the Government to be formed after the November 2010 elections.

62. The proposed temporary position of a Political Affairs Officer (P-4) would strengthen the Division capacity to report and analyse new trends related to reconstruction, resettlement, decentralization and security conditions that are likely

to influence political stability. Given that the Mission has no political affairs presence in the region, a particular focus of this position would be monitoring and reporting on political developments in the departments and supporting the Government in maintaining dialogue with political parties, civil society and private sector representatives at the national and local levels. In addition, the two Political Affairs Officers (National Officers) would strengthen the Division capacity to monitor the political aspects of economic and humanitarian political developments and maintain close contacts with stakeholders involved in both areas.

63. As explained in paragraph 46 above, it is proposed that an existing post of Senior Planning Officer (P-5) be redeployed to the Office of the Special Representative of the Secretary-General, which has assumed the functions of Mission planning since the January 2010 earthquake.

Electoral Assistance Section

International staff: increase of 4 positions

United Nations Volunteers: increase of 10 positions

64. Based on a review of the organizational structure of the Mission, it is proposed that the Electoral Assistance Section, which works closely with United Nations police and the Mission Support Division to provide security and logistical assistance for elections, be moved from the Office of the Deputy Special Representative of the Secretary-General/Humanitarian and Resident Coordinator in the 2009/10 period to the Office of the Deputy Special Representative of the Secretary-General with responsibility for rule-of-law and Mission support activities in 2010/11.

65. The Electoral Assistance Section assists the Government and the Provisional Electoral Council in organizing elections and building national capacity for the electoral process. The Section also coordinates the logistical and security operations of the Mission in support of the elections. By its resolution 1927 (2010), the Security Council requested MINUSTAH to coordinate the international electoral assistance to Haiti in cooperation with other international stakeholders, including the Organization of American States. The logistics involved in organizing the November 2010 presidential and legislative elections in the current post-earthquake conditions are expected to be much greater than in previous elections.

66. To address the practical difficulties of the November 2010 elections, it is proposed that four temporary international positions, comprising two Electoral Affairs Officers (1 P-3 and 1 P-4), one Logistics Officer (P-3) and one Reporting Officer (P-3), as well as temporary positions for 10 Electoral Coordinators (United Nations Volunteers), be established to strengthen the capacity of the Section in supporting the preparation and organization of the 2010 elections.

67. The temporary position of an Electoral Affairs Officer (P-4), to be based in New York, would strengthen the capacity of the Electoral Assistance Division of the Department of Political Affairs at United Nations Headquarters to coordinate the international electoral assistance to Haiti and Headquarters' technical support to the Mission. The Electoral Affairs Officer (P-3), whose functions would be focused on training, planning and field coordination at the central level, would be based in Port-au-Prince. Temporary positions for 10 Electoral Coordinators (United Nations Volunteers) are also proposed to be based in the departments (one per department) to provide training, planning and field coordination support at the local level. A

Logistics Officer (P-3), to be based in Port-au-Prince, would provide advice and technical support to design logistics plans for the elections, prepare training manuals and train Logistics Officers of the Provisional Electoral Council. A Reporting Officer (P-3) would assist the Chief Electoral Officer in the preparation of background briefings, reports and papers.

Civil Affairs Section

International staff: decrease of 3 posts and increase of 6 positions

National staff: increase of 3 posts and 13 positions

United Nations Volunteers: increase of 3 positions

68. The aftermath of the earthquake resulted in the requirement for increased coordination of activities in supporting rule-of-law institutions and local administrations. To meet the expanded coordination needs within the Mission, with the United Nations country team and donors, it is proposed that the organizational structure be adjusted to shift the Civil Affairs Section from the Office of the Deputy Special Representative of the Secretary-General in the 2009/10 period to the Office of the Deputy Special Representative of the Secretary-General/Resident and Humanitarian Coordinator in the 2010/11 period in order to facilitate closer interaction with the United Nations country team.

69. In addition, it is proposed that the Border Management Unit, which was part of the Civil Affairs Section until the 2009/10 period, be established as a separate organizational unit under the Office of the Deputy Special Representative of the Secretary-General that oversees other organizational units related to rule of law. The establishment of the Unit as a separate entity would enable the coordination of border management policies with both rule-of-law institutions and the Ministries of Economy and Finance, the Interior and Planning.

70. The relevance of the Civil Affairs Section in assisting the Government in strengthening institutional capacity and State authority has increased in the aftermath of the earthquake. Government and State institutions have been weakened as a result of a significant loss in human and material resources. These institutions now face the challenge of having to meet the needs of the displaced population and implement the national action plan for recovery and reconstruction. Two major priorities for the 2010/11 period are resettling the displaced population and strengthening the capacity of the State and local administrations in the departments to provide basic services to the population. To assist and support the Government in addressing these priorities, the Civil Affairs Section would be required to temporarily expand operations throughout the country.

71. After the earthquake, the Mission established a sub-office of the Section in Léogâne, near the epicentre of the earthquake, to reinforce local capacities to assist the communities affected by the earthquake. It is proposed that the sub-office be staffed by additional temporary positions, comprising one Civil Affairs Officer (P-4), who would serve as Head of the sub-office, one Associate Civil Affairs Officer (P-2), one Civil Affairs Specialist (United Nations Volunteer), one Civil Affairs Officer (National Officer) and one Administrative Assistant (United Nations Volunteer). It is also proposed to reinforce the regional office in Port-au-Prince, one of the areas worst affected by the earthquake, with a temporary position of Associate

Civil Affairs Officer (P-2) to provide technical support and to assist in expediting the implementation of the Government's resettlement strategy for displaced persons.

72. It is also proposed that the capacity of the Mission in Artibonite Department, which received the highest number of displaced persons from Port-au-Prince, be strengthened in order to support local authorities. Accordingly, it is proposed that temporary positions be established, comprising one Associate Civil Affairs Officer (P-2) to be based in the Saint-Marc sub-office and one Civil Affairs Specialist (United Nations Volunteer) to be based in the Gonaïves regional office, in order to assist local authorities in addressing the needs of the population and improving natural disaster preparedness. In addition, a temporary position for a Reporting Officer (P-4) is proposed to provide political reporting support to the regional coordinator, other Mission components, the United Nations country team members and international partners in Gonaïves. The city is historically the staging ground for political upheavals and in this crucial electoral year, additional political monitoring and liaison would be required. The existing capacity has to be reinforced since the workload of Civil Affairs Officers in this region has increased owing to a large number of displaced persons who resettled in the area after the seism.

73. To meet the significantly increased workload and responsibility of the Coordination and Reporting Unit after the earthquake, it is proposed to reclassify an existing post of a Reporting Officer from the P-2 to the P-3 level to head the Unit. In addition, it is also proposed that 10 temporary positions for Civil Affairs Officers (National Officers) be established to assist the Government in advancing its policies of resettlement, decentralization and de-concentration of State institutions. Working in the departmental delegations, as requested by the Minister of the Interior, the incumbents would assist local authorities in exercising their regulatory authority and in improving the delivery of public services in the departments. In addition, it is proposed that a temporary position of a Civil Affairs Officer (National Officer) be established to assist the Commission for Return and Resettlement to implement the Government's resettlement strategy. An additional temporary position of a Civil Affairs Officer (National Officer), to be based in the Port-de-Paix regional office (North-West), is also proposed to assist local institutions in implementing the action plan for recovery and development and in strengthening their administrative and financial management capacity.

74. In order to support the recovery activities of the Government, the present budget includes a proposal for an increase in resources for the implementation of quick-impact projects from $3 million in the 2009/10 period to $7.5 million in the 2010/11 period. In order to oversee and administer the implementation of an increased portfolio of quick-impact projects, it is proposed that a temporary position of Civil Affairs Officer (P-3) be established to serve as head of the Quick-impact Projects Unit.

75. In support of reinforcing national capacity, it is also proposed that three existing posts of Civil Affairs Officers be converted from the Field Service category to the National Officer category to undertake administrative responsibilities in Cap-Haïtien (North Department), Gonaïves (Artibonite) and Léogâne.

Border Management Unit

International staff: increase of 3 positions

76. The Border Management Unit assists the Government in developing integrated border management practices for the improvement of the border and customs controls. The Unit provides advice and technical support to the Ministries of Economy and Finance to improve the capacity of the State in the collection of customs revenues and the prevention of tax evasion and illegal trafficking, with particular regard to trafficking of persons, drugs and weapons. The Unit also provides technical expertise to build capacity for customs and immigration officials. The Border Management Unit, which was part of the Civil Affairs Section until the 2009/10 period, would serve as a stand-alone unit under the Office of the Deputy Special Representative of the Secretary-General that oversees other organizational units related to the rule of law. During the 2009/10 period, the functions of the Unit were carried out through the temporary loan of two vacant posts (P-5 and P-4) from the Political Affairs Division.

77. The loss of State capacity in the wake of the earthquake weakened customs controls at borders, ports and international airports. Consequently, it is proposed to increase the Mission's technical support to the Government to address border management issues. In this regard, it is proposed that three temporary positions be established for a Senior Border Management Officer (P-5), a Border Management Officer (P-4) and a Border Management Expert (P-4).

78. The Senior Border Management Officer (P-5) would serve as the Head of the Border Management Unit. The incumbent would oversee the activities of the Unit to strengthen the Mission capacity for political analysis. The incumbent would also head the Technical Advisory Group and provide technical advice to the Office of the Prime Minister and the Ministries of Economy and Finance. Under the direct supervision of the Senior Border Management Officer, the Border Management Officer (P-4) would be responsible for supporting activities related to immigration issues. The incumbent would work with the Technical Advisory Group, which advises the Office of the Prime Minister and the Ministries of Economy and Finance on border management issues. The incumbent would assist the Government in providing training to officials from the Haitian Immigration Service and in assessing the needs of the Immigration Service. Also under the supervision of the Senior Border Management Officer, the Border Management Expert (P-4) would provide advice and technical support to the Office of the Prime Minister and the Ministries of Economy and Finance on ways to restore and make sustainable customs revenues. The incumbent would help establish a mobile training team to improve overall capability of the Customs Service and advise customs officials on the implementation of the new Customs Code.

Communications and Public Information Section

National staff: increase of 19 positions

79. Within its existing mandate to continue public outreach, MINUSTAH has increased its activities to support the Government's public communication efforts in the wake of the earthquake. Public outreach activities during the 2010/11 period will focus assistance on the displaced population, elections, resettlement plans, recovery, reconstruction, preparedness and disaster risk reduction and the decentralization of

State institutions in all 10 departments. To meet these priorities, MINUSTAH proposes to strengthen its network of regional multimedia centres, expand United Nations radio coverage from 4 to all 10 departments, increase programming from 36 to 168 hours per week (24 hours a day, 7 days a week), and expand communication activities to manage the increased international focus on Haiti.

80. The Spokesperson of the Section would fully undertake media relations responsibilities and coordinate with senior institutional counterparts, including the Government of Haiti. The Spokesperson would also act as Officer-in-Charge in the absence of the Chief of Section. In this regard, it is proposed that the current post of the Spokesperson (P-4) be reclassified to a P-5 level.

81. As the head of Publication Unit, the Public Information Officer would be responsible for the production of daily print and electronic materials published on the Mission website and the weekly insertion in national newspapers. Given the increased demand in articulating new and complex issues of the Mission and the United Nations country team, it is also proposed that the post of the Public Information Officer (P-3) be reclassified to a P-4 level.

82. To meet the operational requirements of an expanded radio network and programming 24 hours a day, 7 days a week, it is proposed that the existing post of Radio Producer be reclassified from the P-3 to the P-4 level. As Head of the Radio Unit, the incumbent would be responsible for the expansion of radio coverage to all 10 departments.

83. In addition, five temporary positions of Public Information Officers (National Officers) are proposed to strengthen the Mission's public information capacity in Jérémie, Miragôane, Jacmel, Saint-Marc, Hinche, Port-de-Paix and Fort Liberté. Twelve National Radio Technicians (national General Service) would be required to strengthen the reporter, technician and producer teams to match with the radio programming of 24 hours a day, 7 days a week. Moreover, two positions of Video Public Information Assistants (national General Service) are proposed to assist in the production of video programmes on United Nations support to relief and reconstruction activities of the Government.

84. To mitigate the overwhelming workload of the Section, it is further proposed that the existing posts of two Field Service staff members be reclassified as follows: (a) one Photographer to reinforce the capacity of the Photo Unit in covering the United Nations country team activities and issues, and in coordinating and supervising the work of the other photographers; and (b) one Administrative Assistant to undertake the budget and procurement responsibilities of the Section.

Component 2: security, public order and development of the rule of law

85. Component 2 covers the activities undertaken by the Mission to assist the Government in maintaining a safe and secure environment and in the reform of the police, the prisons and the administration of justice. It includes the Joint Mission Analysis Cell, the Joint Operations and Tasking Centre, the Offices of the Force Commander, the Police Commissioner and the Rule of Law Coordinator, the Justice Section, the Corrections Unit, the Community Violence Reduction Section and the Office of Legal Affairs.

86. The key priorities of this component in the 2010/11 period are: (a) assisting the Haitian National Police in protecting the population displaced by the earthquake,

with special regard to women and children; (b) supporting the Government in ensuring that the November 2010 elections and the inauguration of the new president and a new Government take place in a secure and stable environment; (c) contributing to an enabling environment to relief and early-recovery efforts; (d) providing logistical and technical support to assist the Government in continuing its operations and in building the capacity of its rule of law institutions; and (e) advancing the reform of the Haitian National Police, the prisons and the justice system, and strengthening border control.

87. To meet these priorities, it is proposed that additional civilian staffing resources be approved to support the surge of United Nations troops and police authorized by the Security Council and to temporarily increase the technical support provided by MINUSTAH to the Ministry of Justice and Public Security, the Haitian National Police, prisons and judicial institutions. The additional resources would also enable the Mission to implement expanded community violence reduction programmes and to meet increased operational requirements to support relief and early recovery activities of humanitarian and development organizations. At its most basic level, the prison support offered to Haitian authorities, under their national leadership, is intended to develop functioning systems and ensure the necessary human and materials resources required to maintain a safe, secure and humane prison system.

Expected accomplishments	*Indicators of achievement*
2.1 Secure and stable environment in Haiti	2.1.1 40 per cent reduction in the number of kidnappings reported in Port-au-Prince in 2010/11 compared to 200 cases reported in 2009/10 and 53 per cent reduction compared to 285 cases reported in 2008/09
	2.1.2 10,000 weapons registered by the Haitian National Police in 2010/11 compared to 15,000 in 2009/10 and 40,000 in 2008/09
	2.1.3 Increase in the number of joint Haitian National Police/United Nations police patrols in violence-affected areas to 16,000 and in camps of displaced persons to 17,250 in 2010/11 compared to 15,000 joint police patrols in violence-affected areas and 3,660 in camps of displaced persons in 2009/10 and 12,500 joint patrols
	2.1.4 Increase in the number of gang leaders arrested by police to 26 in 2010/11 compared to 8 in 2008/09 and 10 in 2009/10

Outputs

- Daily operations of United Nations police officers and formed police personnel to conduct joint patrols with the Haitian National Police to establish a permanent police presence in the six largest camps of displaced persons and to establish three joint United Nations/Haitian National Police mobile teams to conduct random patrols in other camps
- Daily operations of contingent personnel and United Nations police to provide security and escorts to humanitarian organizations and to strengthen security at aid distribution points

- Provision of logistical support to the Haitian National Police to maintain a standing presence in camps of displaced persons and crime-prone areas, including the provision of 16 police command posts for the 6 largest IDP camps, 4 mobile posts and 5 administrative and data analyst posts with separate facilities to attend victims of sexual and gender-based violence

- Daily patrols and operations of contingent personnel and formed police personnel to reinforce security in crime-prone areas, to secure key sites and installations, conduct fixed and mobile checkpoints along major roads and borders and at border crossings, maintain a quick reaction capacity to prevent and deter the escalation of security threats, and conduct reconnaissance flights and medical evacuations, military air patrol sorties and joint air patrols with United Nations police and the Joint Mission Analysis Cell

- Daily operations of contingent personnel and United Nations police to assist the Haitian Maritime Police to conduct coastal patrols, weekly joint military-United Nations police operations and biweekly joint United Nations Police/Haitian National Police operations to assist the Haitian National Police to conduct patrols and operations against suspected criminals

- Daily operations of United Nations police to mentor the Haitian National Police in implementing community policing, develop operational plans and undertake performance evaluations of police officers through joint patrols and co-location in 64 main police stations, and to conduct border patrols and static checkpoints at 4 border crossing points

- Biweekly operations of United Nations police and formed police personnel to assist the Haitian National Police in the identification and arrest of gang leaders and prison escapees and daily operations of the special weapons and tactics teams to train the Haitian National Police in special operations

- Weekly United Nations police air patrol sorties and provision of operational support to support the Haitian National Police to conduct aerial reconnaissance missions, carry out anti-drug operations, transport detainees and seized merchandise, and develop standard operating procedures to destroy seized narcotic drugs

- Daily provision of operational support by United Nations police and contingent personnel to the Haitian National Police during the months leading to the November 2010 elections to ensure a secure environment for the elections, and establish 10,000 polling stations throughout the country and strengthen their security

- Daily provision of technical and logistical support to Ministries and local administrations to develop and implement at least 43 community violence reduction programmes to generate employment, provide legal aid, socio-economic opportunities and psycho-social assistance to at least 50,000 beneficiaries, including inmates, youth at risk or linked to armed groups, children and women affected by violence in 14 crime-prone areas identified by the Government; implementation of four needs assessment and restitution events for community leaders, representatives of youth, women's organizations and local authorities in the same areas

- Implementation of at least 30 sensitization and social mobilization activities, including 20 seminars, for vulnerable groups in violence-affected areas, to promote the culture of peace and raise awareness of sexual and gender-based violence, through print and broadcast media outlets, including 15 radio spots, 15 radio programmes and 12 television programmes

- Weekly provision of logistic and technical support to the Ministry of Justice and Public Security and the Haitian National Police to build the capacity of their respective gender units, maintain a data collection system on sexual and gender-based violence, develop standard operating procedures to prevent and respond to sexual and gender-based violence, organize a workshop on police responses to sexual and gender-based violence, and construct fully equipped premises to assist victims of sexual and gender-based violence in 10 police stations in West Department

- Weekly provision of advice and technical support to the Ministry of Women Affairs and Women's Rights to develop policies addressing underlying causes of women's and girls' vulnerability to sexual and gender-based violence
- Implementation of public information, advocacy and outreach activities to raise public awareness on sexual and gender-based violence, child protection issues and the role of the Haitian National Police Brigade for the Protection of Minors, and through print and broadcast media outlet and sensitization workshops in multimedia centres
- Organization of workshops on child protection issues to train 400 Haitian National Police officers assigned to community policing duties
- Temporary logistical support, in cooperation with the United Nations Children's Fund (UNICEF), to the Haitian National Police Brigade for the Protection of Minors and the Institute for Welfare and Social Research to establish five joint offices in earthquake-affected areas to address child protection issues
- 12 joint assessments and protection missions of the Government and the United Nations to respond to child rights violations

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards reform and restructuring of the Haitian National Police	2.2.1 Increase in the number of Haitian National Police officers (of which 10 per cent are women) sworn in to 11,000 in 2010/11, compared to 10,000 officers (8.6 per cent women) sworn in 2009/10 and 9,900 officers (7.8 per cent women) sworn in 2008/09
	2.2.2 Increase in the deployment of the Judicial Police to 10 departments in 2010/11, compared to 7 in 2009/10 and 4 in 2008/09
	2.2.3 Increase in the number of departments in which the Haitian Coast Guard is operational to 4 in 2010/11, compared to 3 in both 2009/10 and 2008/09
	2.2.4 Increase in the number of departments in which the Haitian National Police special operations and law enforcement units are operational to 10, compared to 6 in 2009/10 and 5 in 2008/09

Outputs

- Daily provision of advice and technical expert support to the Director-General and senior management of the Haitian National Police to implement the 2006 Haitian National Police reform plan and to meet the new needs and challenges facing the Haitian National Police after the earthquake
- Daily provision of advice and technical assistance to the Haitian National Police to vet police candidates, certify officers, train 1,700 police cadets (including through three-month field training), mentor 1,200 police officers through competency-based coaching, and train special operations and law enforcement units and the judicial police, including training on ballistics, fingerprints and toxicology for 34 police officers
- Weekly provision of advice and technical assistance to the Ministry of Justice and Public Security and the Haitian National Police to establish a Maritime, Air, Border, Ports and Airports, Migration and Forest Police Directorate

- Weekly provision of logistic and technical support to the Ministry of Justice and Public Security and the Haitian National Police to further develop and maintain a registry of licensed weapons and firearms, update existing legislation on the import and possession of weapons and firearms, and organize communication campaigns to raise public awareness on firearms registration
- Weekly provision of advice and technical assistance to the Ministry of Justice and Public Security and the Haitian National Police to establish a reporting mechanism for cases of sexual and gender-based violence, assist victims of sexual and gender-based violence, implement Security Council resolution 1820 (2008) on sexual violence in conflict and post-conflict situations, develop a curriculum on gender issues for police cadets, and organize two workshops on gender issues for a total of 30 Haitian National Police trainers and 5 workshops for a total of 90 Haitian National Police police officers and 60 Haitian National Police judicial officers
- Organization of 20 training courses on human rights and child rights for a total of 900 Haitian National Police officers in all 10 departments, one specialized training on child protection for 50 Haitian National Police officers serving as child protection focal points, and the provision of technical support to the Haitian National Police to further develop training modules on child protection and implement a training of training for Haitian National Police trainers
- Monthly provision of technical and logistical support to the Government to implement the 2010 HIV/AIDS interim national plan, train 50 HIV/AIDS peer educators, and conduct 20 HIV/AIDS awareness sessions and 2 workshops for prison inmates, correctional officers, displaced persons and persons living with HIV/AIDS
- Organization of public information, advocacy and outreach activities on police reform to raise public awareness on the role of the Mission to assist the Government to maintain stability and reform rule-of-law institutions, including through print and broadcast media outlets

Expected accomplishments	*Indicators of achievement*
2.3 Reform and institutional strengthening of the judicial and correction systems	2.3.1 The Interim Haiti Recovery Commission approves funding for at least half of the projects to build capacity of judicial and correctional institutions presented in 2010/11
	2.3.2 All four prisons rendered inoperable by the earthquake and one newly constructed prison are functional in 2010/11
	2.3.3 Adoption by Parliament of new penal and criminal procedure codes
	2.3.4 Establishment of the Superior Council of the Judiciary
	2.3.5 Decrease to 60 per cent in the percentage of detainees held in pre-trial detention in 2011 compared to 66.9 per cent in 2010 (3,378 detainees in pre-trial detentions); 74.9 per cent in 2009 (6,756 detainees); and 78.8 per cent in 2008 (6,528 detainees)

Outputs

- Daily provision of advice and technical assistance to the Ministry of Justice and Public Security and two presidential commissions to restructure the Judicial Inspectorate, implement judicial reforms, reform the penal and procedure codes and establish relay justice stations in six jurisdictions
- Provision of temporary logistical support to the Ministry of Justice and Public Security to establish 10 relay justice stations in earthquake-affected areas and continue the operations of key ministerial departments and courts whose premises were destroyed in the earthquake
- Weekly provision of advice and technical assistance to the Ministry of Justice and Public Security, judicial authorities at the national and local levels and international partners to coordinate international assistance to build capacity of rule-of-law institutions, prioritize efforts to strengthen the judiciary, prisons and justice sector administration and address crimes against minors and crimes related to sexual and gender-based violence, including through monthly meetings between ministry officials and representatives of donors and international institutions
- Weekly provision of technical assistance to the Supreme Council of the Judiciary to exercise its oversight and regulatory authority, including the certification of magistrates, and to the Magistrate's School to recruit new magistrates and train 360 judges, prosecutors, justices of the peace, registry clerks and bailiffs
- Weekly provision of technical support to judicial authorities to establish special judicial chambers for financial and economic crimes, kidnappings, and sexual and gender-based violence
- Daily provision of technical support to the Ministry of Justice and Public Security and the Ministry of Social Affairs to establish juvenile rehabilitation centres and one additional juvenile court, train 25 newly appointed magistrates and 180 lawyers, reinforce the administrative capacities of 26 legal aid offices in 18 jurisdictions, draft a law on the national legal aid system and amend the Legal Aid Bill
- Weekly provision of advice and technical assistance to 700 judicial officers (prosecutors, investigating judges, trial judges, justices of the peace, clerks, registrars) to ensure transparency and due process in judicial administration, courts and penal proceedings
- Weekly provision of technical support to judicial institutions and the Haitian National Police to coordinate activities and policies on procedures for arrest, data collection on arrests and detentions
- Weekly provision of technical assistance to justice officials in the organization of capacity-building workshops for 60 bailiffs, registrars and clerks of justice
- Daily provision of advice and technical assistance to corrections officials to assess and address security, infrastructure, staffing and training needs, including through 1,250 visits to prisons
- Weekly provision of advice and technical assistance to the director of the Department of Prison Administration with regard to the implementation of strategic development
- Organization of workshops to train 40 senior correctional officers, 300 new corrections officers, 8 trainers and 50 inspectors and supervisors on prison management, child rights and protection issues
- Daily provision of advice and technical support to correctional officers to conduct security assessments, design work plans and budgets, implement programmes and conduct training
- Provision of advice and technical support to Department of Prison Administration officials to open the new prison in Croix-des-Bouquets, through the establishment of four working committees in the areas of administration, security, prisoners' registry and health care

- Organization of public information advocacy and outreach campaigns to raise public awareness on detention conditions, the situation of juveniles in conflict with the law and the reform of judicial and correctional institutions, including through United Nations Days print and broadcast outlets, and as sensitization workshops in multimedia centres

External factors

Donors will provide adequate funds to improve the conditions of prisons and support judicial activities. Qualified candidates will be available to join the national police and replace the civil servants killed in the earthquake

Table 3
Human resources: component 2, security, public order and development of the rule of law

Category										***Total***
I. Military contingents										
Approved posts 2009/10										**8 940**
Proposed posts 2010/11										**8 940**
Net change										—
II. United Nations police										
Approved posts 2009/10										**1 151**
Proposed posts 2010/11										**1 351**
Net change										**200**
III. Formed police units										
Approved posts 2009/10										**2 460**
Proposed posts 2010/11										**2 940**
Net change										**480**
IV. Government-provided personnel										
Approved posts 2009/10										**100**
Proposed posts 2010/11										**100**
Net change										—
	International staff									
V. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commander									
Approved posts 2009/10	—	1	—	—	1	**2**	3	—	**5**
Proposed posts 2010/11	—	1	—	—	1	**2**	3	—	**5**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	1	**1**	1	—	**2**
Proposed temporary positions 2010/11	—	—	—	—	1	**1**	1	—	**2**
Net change	—	—	—	—	—	—	—	—	—
Office of the Police Commissioner									
Approved posts 2009/10	—	2	5	—	3	**10**	4	22	**36**
Proposed posts 2010/11	—	2	5	—	3	**10**	4	22	**36**
Net change	—	—	—	—	—	—	—	—	—

Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	4	1	—	**5**	12	—	**17**
Net change	—	—	**4**	**1**	—	**5**	**12**	—	**17**
Joint Mission Analysis Cell									
Approved posts 2009/10	—	—	1	1	1	**3**	—	1	**4**
Proposed posts 2010/11	—	—	1	1	1	**3**	—	1	**4**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	—	3	—	**3**	—	2	**5**
Net change	—	—	—	**3**	—	**3**	—	**2**	**5**
Joint Operations and Tasking Centre									
Approved posts 2009/10	—	—	1	4	—	**5**	—	—	**5**
Proposed posts 2010/11	—	—	1	4	—	**5**	—	—	**5**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	2	—	1	**3**	—	1	**4**
Net change	—	—	**2**	—	**1**	**3**	—	**1**	**4**
Justice Section									
Approved posts 2009/10	—	1	7	8	1	**17**	19	8	**44**
Proposed posts 2010/11	—	1	7	8	1	**17**	19	8	**44**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	—	3	—	**3**	7	—	**10**
Net change	—	—	—	**3**	—	**3**	**7**	—	**10**
Corrections Unit									
Approved posts 2009/10	—	—	1	1	—	**2**	3	2	7
Proposed posts 2010/11	—	—	1	1	—	**2**	3	2	**7**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	—	4	1	**5**	2	—	**7**
Net change	—	—	—	**4**	**1**	**5**	**2**	—	**7**
Community Violence Reduction Section									
Approved posts 2009/10	—	—	2	3	1	**6**	20	6	**32**
Proposed posts 2010/11	—	—	2	3	1	**6**	20	6	**32**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	—	—	—	—	6	—	**6**
Net change	—	—	—	—	—	—	**6**	—	**6**
Office of Legal Affairs									
Approved posts 2009/10	—	—	3	1	1	**5**	2	—	**7**
Proposed posts 2010/11	—	—	3	1	1	**5**	2	—	**7**
Net change	—	—	—	—	—	—	—	—	—

Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	1	1	—	**2**	—	—	**2**
Net change	—	—	**1**	**1**	—	**2**	—	—	**2**
Total, civilian staff									
Approved posts 2009/10	—	4	20	18	8	**50**	51	39	**140**
Proposed posts 2010/11	—	4	20	18	8	**50**	51	39	**140**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	1	**1**	1	—	**2**
Proposed temporary positions 2010/11	—	—	7	12	3	**22**	28	3	**53**
Net change	—	—	**7**	**12**	**2**	**21**	27	3	**51**

[a] Includes National Officers and national General Service staff.

Office of the Police Commissioner

International staff: increase of 5 positions

National staff: increase of 12 positions

88. The Office of the Police Commissioner leads the police component's support to the Government in maintaining a secure and stable environment and in reforming the Haitian National Police. The Security Council authorized an increase of 2,180 police to a new ceiling of 4,391 police, including 100 corrections officers, to support immediate recovery, reconstruction and stability efforts and to build the capacity of the Haitian National Police. Supporting the Haitian National Police to protect displaced persons living in tent camps and enabling a secure environment for elections will be major priorities for United Nations police personnel.

89. To meet these priorities, and to strengthen the capacity of the Office to integrate police operations into the broader political and strategic objectives of the Mission, it is proposed to establish the following temporary positions: a Senior Political Adviser (P-5) and a Senior Planning Officer (P-5), to be filled by civilian experts who would complement the skills and expertise of seconded police officers. The Senior Political Adviser (P-5) would assist the Police Commissioner in analysing the impact of security conditions, in particular in earthquake-affected areas, and rule of law reforms on political and social structures. Under the direct supervision of the Police Commissioner, the incumbent would provide political advice and assist in strengthening the communication and coordination between the Office of the Police Commissioner and the Ministry of Justice and Public Security and other Government institutions. The Senior Planning Officer (P-5) would assist in establishing the strategic objectives and priorities of the United Nations police in support of security conditions and national police reform. The incumbent would also assist in the coordination of logistical and expert support to the Government to continue the operations of the Haitian National Police. In addition, the incumbent would assume the planning functions of the Planning Officer/Chief of Staff (P-4) to ensure an efficient distribution of the functions of the Chief of Staff, which include the administrative management of the Office, as well as organizing and prioritizing tasks and assignments among the staff and United Nations police units.

90. It is also proposed to establish a temporary position for a Procurement Officer (P-4), who would manage the resources of the police component, establish annual procurement plans and develop technical specifications of equipment and services. The incumbent would also support the Haitian National Police in developing procurement plans and building its capacity to carry out procurement processes. It is also proposed to strengthen the Office with a temporary position of Public Information Officer (P-3) to assist the Police Commissioner and the United Nations Police spokesperson in managing media relations, identifying communication priorities with regard to United Nations police activities in support of the displaced population and elections and building the public information capacity of the Haitian National Police.

91. To meet the increased demand for technical assistance to the Government in the maintenance of the operations of the Haitian National Police, it is proposed to establish two temporary positions, also to be encumbered by civilian experts, as follows: a Senior Rule of Law Officer (P-5), who would assist senior Haitian police officials in reforming the oversight and management structures of the police and their coordination with justice and correctional institutions; and a Rule of Law Officer (National Officer) who would work under the direct supervision of the Senior Rule of Law Officer (P-5). The incumbents would provide technical expert support to Haitian police and Government officials on security sector reform issues, with particular regard to the reform of the Haitian National Police. They would also assist the Haitian National Police in developing identity and rebuilding the national police capacity that was lost in the earthquake.

92. The emergency hotline created by MINUSTAH in 2005 provides essential round-the-clock service to the community and has enabled the Police Operations Centre to coordinate required actions according to information provided by the local population. The Centre has an active outreach to the Haitian population, demonstrating that MINUSTAH is taking necessary measures to assist them in emergency and/or crisis situations.

93. The current 11 national staff of the emergency hotline, who are employed as individual contractors, have been trained and have acquired the necessary experience in listening, disseminating and validating information. Taking into account that the hotline operates on a round-the-clock basis on three shifts, 11 operators are needed for seven to eight working hours each day. Accordingly, it is proposed that temporary positions for 11 operators (national General Service) be established to ensure the continuity of the services provided by the hotline.

Joint Mission Analysis Cell

International staff: increase of 3 positions

United Nations Volunteers: increase of 2 positions

94. The Joint Mission Analysis Cell provides a centralized intelligence capacity both to support strategic and operational planning and to identify and analyse threats to the accomplishment of MINUSTAH's mandate. In the post-quake context, the Cell will continue to collect and synthesize information from all sources to produce medium- and long-term integrated analyses to provide the Head of Mission and the Integrated Strategic Planning Group with an improved understanding of issues and trends, their implications and potential developments, as well as assessments of

cross-cutting issues and threats that may affect the Mission. In order to support crisis mitigation, humanitarian relief operations and other special tasks of an intelligence nature, the Cell has developed additional priority information requirements and the supporting indicators needed to satisfy crisis response objectives.

95. Coupled with the normal workload, these information parameters will require the support of supplementary personnel to ensure that the Cell is able to adequately facilitate the planning process in support of humanitarian and related support activities, as well as to continue to provide accurate, timely and complete analyses to senior United Nations staff. Accordingly, it is proposed that temporary positions be established for: two Information Analysts (P-3), one Database Officer (P-3) and two Strategic Analysts (United Nations Volunteers).

96. The Information Analysts (P-3) would be responsible for producing analyses on specific issues affecting the Mission area and the implementation of the Mission's mandate. Following the January 2010 earthquake, the Cell was faced with critical and additional priority reporting and analytical requirements. While the threat and risk to the Mission has deteriorated considerably, the challenges posed by a rapidly developing, fluid situation remain paramount. Owing to the increased demand for intelligence to support crisis response teams, humanitarian relief and other special tasks, a significant strain has been placed on the capacity of the Cell. For this reason its temporary strengthening is proposed.

97. The Database Officer (P-3) would be responsible for responding to information management requirements of both the Cell and the Joint Operations and Tasking Centre. It is currently estimated that the distribution of the work of the incumbent would be 60 per cent for the Cell and 40 per cent for the Centre. The Database Officer would be responsible for planning, developing and coordinating the technology systems used in support of the information gathering, analysis and dissemination activities of the Cell and the Centre. The incumbent would develop new strategies to optimize the delivery of information technology support services and draft standard operational procedures for approval by the Chiefs of both entities. The incumbent would function under the direct supervision of the Chief of the Cell and under the joint guidance of the Chiefs of both bodies.

98. To enable the Cell to maintain its current operations, it is proposed that temporary positions for two Strategic Analysts (United Nations Volunteers) be established. The incumbents would be responsible for reporting and analyses of political, humanitarian and security developments.

Joint Operations and Tasking Centre (formerly Joint Operations Centre)

International staff: increase of 3 positions

United Nations Volunteers: increase of 1 position

99. The international relief operations after the earthquake changed the role of the Mission's Joint Operations Centre in a fundamental way. With the support of both the Office for the Coordination of Humanitarian Affairs and MINUSTAH, the Centre assumed coordination and tasking functions to become the single entry point for humanitarian partners to request logistical and security support from the Mission and participating international partners. To reflect its expanded role and new functions, the entity has been renamed Joint Operations and Tasking Centre. The

Centre is comprised of two teams, one for operations monitoring and reporting and the other for planning and coordination, staffed by civilian, military and police personnel. The Centre facilitates information-sharing among United Nations organizations, the Government of Haiti, bilateral stakeholders and non-governmental organizations. It also contributes to situation awareness about recovery needs and security conditions affecting relief and recovery efforts.

100. To respond to its increased workload, it is proposed that the following temporary positions be established at the Centre: one Team Leader (P-4), who would be responsible for the management of operations, monitoring and reporting activities, and one Team Leader (P-4) who would be responsible for plans coordination, as it is anticipated that planning needs would be phased out in the 2011/12 period, and when such functions can be assumed by the Chief of the Centre. In addition, it is proposed that a temporary position for an Administrative Assistant (Field Service) be established to support the administrative and training requirements of the Centre and a temporary position for a Reporting Officer (United Nations Volunteer) to strengthen capacity for reporting and coordination activities.

Justice Section

International staff: increase of 3 positions

National staff: increase of 7 positions

101. The Justice Section supports the Government and judicial institutions of Haiti in their efforts in reforming the administration of justice, through greater professionalism and independence of judges and magistrates, and improving access to justice. The judicial institutions were among those most affected by the earthquake. As a result, and pursuant to Security Council resolution 1927 (2010), the Mission has expanded its support to the justice sector to include direct logistical support and increased technical assistance to build the capacity of judicial institutions affected by the earthquake.

102. To that end, it is proposed that temporary positions for three Judicial Affairs Officers (P-3) be established to provide technical expert support to the Government and judicial authorities as they manage the needs created by the earthquake and the increasing caseloads in the courts. The incumbents would also assist the Mission in providing direct logistical support to the Government. One Judicial Affairs Officer would provide technical assistance to École de la Magistrature to establish a training curriculum and secure international financial support for the school's activities. The other two Judicial Affairs Officers would be deployed in regional offices to provide support to provincial judicial authorities.

103. In addition, it is proposed to establish temporary positions for seven Judicial Affairs Officers (National Officers) who would be based in the regional offices to support judicial institutions at the local level. The incumbents would also strengthen the Mission's capacity to facilitate communication and coordination between the Ministry of Justice and Public Security and rule-of-law institutions in the departments.

104. Furthermore, it is proposed that an existing post for a Senior Judicial Affairs Officer (P-5), which has been vacant since June 2008 owing to the lack of suitable candidates at the P-5 level, be reclassified to the P-4 level with the expectation that a broader pool of suitable candidates would be identified. The incumbent would

provide technical assistance to establish and operate the Supreme Council of the Judiciary.

Corrections Unit

International staff: increase of 5 positions

National staff: increase of 2 positions

105. Many prison officials were killed in the earthquake and considerable damage was caused to prisons and the Department of Prisons Administration. Files and registries were lost and detention conditions have worsened. To respond to increased requirements for assistance to maintain the operations of correctional institutions, it is proposed that the capacity of the Corrections Unit be strengthened to provide logistical and technical expert support to the Government and to manage the surge of up to 100 corrections officers seconded by Member States, pursuant to Security Council resolution 1908 (2010).

106. Accordingly, it is proposed that temporary positions for two Corrections Officers (P-3) be established to head regional corrections offices that would be established outside Port-au-Prince, which will accommodate up to 100 corrections officers seconded by Member States. The incumbents would be responsible for the coordination and supervision of the work of the seconded corrections officers. An additional temporary position for a Corrections Officer (P-3) is also proposed to assist the Government in the recruitment and training of 300 corrections officers who are required to address the most urgent staffing requirements.

107. It is further proposed that a temporary position be established for a Policy and Planning Officer (P-3) who would be responsible for the conduct of biannual assessments of the corrections sector in Haiti and for the preparation of reports on recommendations related to the Mission's corrections policies and the expeditious implementation of the Government's plans to reform the corrections system.

108. It is also proposed to establish a temporary position for an Administrative Assistant (Field Service) to provide administrative support and to assist the Unit in the deployment of seconded corrections personnel within the Mission area. Lastly, the establishment of two temporary positions for Administrative Assistants (national General Service) is proposed to provide administrative support to regional corrections offices outside Port-au-Prince.

Community Violence Reduction Section

National staff: increase of 6 positions

109. The Community Violence Reduction Section identifies and administers environmental labour-intensive projects aimed at supporting the reintegration of youth at risk and former inmates into the community. It also supports small-scale initiatives by women entrepreneurs in communities affected by violence. The Section assists the Government in strengthening national capacity to support survivors of violence through medical and legal assistance programmes and reducing the risks posed by gang violence. In coordination with United Nations police, the Section also assists the Haitian National Police in the development and maintenance of a weapons registry. The community violence reduction programme targets Haiti's most marginalized urban neighbourhoods, which are chronically

prone to community violence, including 13 neighbourhoods in five departments, West, Artibonite, North, Centre and South. The programme has been expanded to two additional areas, Léogâne and Jacmel, which were severely affected by the earthquake.

110. In light of the aftermath of the earthquake, the General Assembly approved the increase from the original provision of $3 million to $14 million for 2009/10 for community violence reduction programmes to provide urgent assistance to communities in need and to prevent the resurgence of community violence. Taking into account the situation on the ground, it is proposed that community violence reduction programmes continue at an expanded level. For this purpose a provision of $9 million is proposed for the 2010/11 period. In order to meet the operational requirements of an expanded programme, the staffing capacity of the Section would need to be temporarily reinforced.

111. Accordingly, it is proposed that temporary positions be established for six community violence reduction Project Officers (National Officers) who would be responsible for the monitoring and evaluation of the implementation of such projects and for the assessment of requirements of beneficiary communities. The incumbents would be based in Port-au-Prince and would function under the supervision of the Field Coordinator.

Legal Affairs Office

International staff: increase of 2 positions

112. The Legal Affairs Office provides legal advice to the Special Representative of the Secretary-General, the Force Commander, the Police Commissioner, the Chief of Mission Support and Heads of Sections on legal issues related to the Mission's mandate, United Nations regulations, rules, policies and procedures and issues related to procurement, contracts management, administration, personnel and privileges and immunities. As a result of the earthquake, the Section has experienced a significant increase in workload related to various legal agreements between the Mission and Governments, international and non-governmental organizations, third-party claims, staff appeals and boards of inquiry.

113. To meet the increased operational requirements of the Office, it is proposed to establish temporary positions for two Legal Affairs Officers (1 P-4 and 1 P-3). Under the supervision of the Senior Legal Adviser, the Legal Officer (P-4) would be responsible for the review, negotiation and drafting of commercial contracts and agreements with Governments, intergovernmental and non-governmental organizations; the review, negotiation and settlement of related claims; and the provision of advice on public international and commercial law matters. The incumbent would supervise the Legal Affairs Officer (P-3), whose functions would mainly focus on claims from United Nations staff, their successors and relatives and on the work of boards of inquiry, disciplinary cases and staff appeals.

Component 3: human rights

114. Component 3 covers the Mission's activities in assisting the Government in the protection and advancement of human rights. It consists of the Human Rights Section and the Child Protection and Gender Units. The efforts of both offices will focus on the following priorities: (a) promoting the capacity of civil society groups

to advocate their social and economic rights through participation in the reconstruction process; (b) assisting the Government to report, prevent and respond to human rights violations, with particular regard to the rights of children and women; (c) ensuring that humanitarian assistance to vulnerable persons affected by the earthquake is provided in close coordination with local authorities, with the Mission leading the Protection Cluster, which includes the United Nations country team and non-governmental organizations, and serving as a member of the gender-based violence, child protection, food security and shelter sub-clusters; and (d) providing temporary logistical and technical expert support to the Haitian National Police to assist children and women victims of abuse, violence and sexual and gender-based violence in camps of displaced persons.

115. To respond to these priorities, additional staff would be required to: (a) augment the capacity of the Section to support the increase in activities related to human rights, child protection and gender in areas most affected by the earthquake and displacement; (b) increase coordination with the United Nations country team and humanitarian partners; and (c) expand training on human rights, children's and women's rights to the additional military and police personnel authorized by the Security Council.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards the promotion and protection of human rights, including those of women and children	3.1.1 50 cases of alleged human rights violations committed by Haitian National Police investigated and 20 such cases brought before the courts for prosecution in 2010/11, compared to 250 cases investigated and 45 referred to courts in 2009/10 and 120 cases investigated and 40 referred to courts in 2008/09
	3.1.2 90 per cent increase in the number of rape cases reported to the police in 2010/11, compared to 2009/10 (249 rape cases reported) and 54 per cent increase compared to 2008/09 (312 rape cases reported)
	3.1.3 Adoption by the Government of a national plan to combat sexual and gender-based violence
	3.1.4 Ratification by Parliament of one of the three international child rights treaties yet to be ratified

Outputs

- Implementation of a public policy monitoring programme to engage civil society groups in reconstruction activities, increase accountability and transparency of the reconstruction process and foster respect for social and economic rights
- Daily monitoring and reporting of violations of human rights, forced returns and violations against children affected by armed violence pursuant to Security Council resolution 1612 (2005)
- Daily provision of technical support to the Protection Cluster to ensure respect for the rights of persons displaced by the earthquake, with special regard to resettlement, shelter and sexual and gender-based violence
- Weekly provision of advice and technical support to non-governmental organizations to promote human rights and implement protection programmes

- Drafting of 10 monthly reports, 1 biannual report and 5 thematic reports on the human rights situation in Haiti, 3 thematic reports on child protection issues and 8 reports on child protection activities
- Weekly provision of advice and mentoring to the Office for the Protection of Citizens (ombudsman institution) to promote human rights, conduct human rights investigations, improve the legal protection of children and establish child protection focal points of the Office in two departments
- Monthly provision of advice and technical support to assist the Government and Parliament in adopting children's rights policies, advocate the ratification of at least one human rights convention and one child rights convention and fulfil reporting obligations under human rights treaties and conventions ratified by Parliament, including the Covenant on Civil and Political Rights, the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women
- Organization of 7 training workshops for national civil society organizations on selected economic, social and cultural rights and 1 workshop on the training of trainers for representatives of 20 non-governmental organizations on the monitoring of political rights during the November 2010 elections
- Organization of 10 workshops on human rights for correctional officers, training workshops for judges at the École de la Magistrature, 6 training workshops for representatives of local non-governmental organizations and State institutions on the monitoring and reporting of violations against children and 5 training workshops for 100 journalists on ethical principles of reporting on child victims of kidnapping, trafficking, sexual violence and children affected by armed violence
- Organization of 3 human rights campaigns to raise public awareness on women's and human rights through print and broadcast outlets, workshops and outreach activities in multimedia centres and distribution of promotional materials
- Weekly provision of technical and logistical support to the Government in the development of a country assessment report on patterns of sexual violence and the promotion of gender advocacy; review of the national plan to combat sexual and gender-based violence; and organization of 1 restitution workshop, 1 national validation workshop, 10 sensitization workshops for State officials and 1 training workshop for 20 trainers on sexual and gender-based violence from all 10 departments
- Monthly provision of advice and technical support to the Government and Parliament to develop a legal framework to provide protection from discrimination to people living with HIV/AIDS

External factors

State institutions will be committed to investigate reported cases of human rights violations. Adequate police and judicial resources will be available to investigate cases of sexual and gender-based violence

Table 4
Human resources: component 3, human rights

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Human Rights Section									
Approved posts 2009/10	—	1	6	13	1	**21**	24	6	**51**
Proposed posts 2010/11	—	1	6	13	1	**21**	24	6	**51**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	1	1	—	**2**	3	—	**5**
Net change	—	—	**1**	**1**	—	**2**	**3**	—	**5**
Child Protection Unit									
Approved posts 2009/10	—	—	1	—	—	**1**	3	1	**5**
Proposed posts 2010/11	—	—	1	—	—	**1**	3	1	**5**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	—	2	—	**2**	1	1	**4**
Net change	—	—	—	**2**	—	**2**	**1**	**1**	**4**
Gender Unit									
Approved posts 2009/10	—	—	1	1	—	**2**	5	1	**8**
Proposed posts 2010/11	—	—	1	1	—	**2**	5	1	**8**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	1	—	—	**1**	3	2	**6**
Net change	—	—	**1**	—	—	**1**	**3**	**2**	**6**
Total									
Approved 2009/10	—	1	8	14	1	**24**	32	8	**64**
Proposed 2010/11	—	1	8	14	1	**24**	32	8	**64**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	2	3	—	5	7	3	**15**
Net change	—	—	**2**	**3**	—	**5**	**7**	**3**	**15**

[a] Includes National Officers and national General Service staff.

Human Rights Section

International staff: increase of 2 positions

National staff: increase of 3 positions

116. The Human Rights Section supports the Government and human rights institutions in Haiti in promoting and protecting human rights and in ensuring individual accountability for human rights abuses and redress for victims. The Section monitors and reports on the human rights situation, in cooperation with the Office of the United Nations High Commissioner for Human Rights (OHCHR). The earthquake left vulnerable groups, particularly displaced persons, even more vulnerable to human rights violations. During the 2010/11 period, the Human Rights Section will increase its support to the Government in its efforts to prevent, report and respond to human rights violations, especially in areas affected by the earthquake and displacement. With the Mission leading the Protection Cluster, the Section is also responsible in ensuring that humanitarian assistance to vulnerable persons affected by the earthquake is provided in close coordination with local authorities. To meet the increased operational needs of the Section since the earthquake, it is proposed that five temporary positions for Human Rights Officers (1 P-4, 2 P-3 and 3 National Officers) be established.

117. The proposed Human Rights Officer (P-4) would assist the Deputy Chief of the Section in the management of the Protection Cluster, the development of protection policies and the management of the secretariat of the Cluster. Under the direct supervision of the Deputy Chief of the Section, the proposed Human Rights Officer (P-3) would assist the Office of the Police Commissioner in addressing human rights issues related to police protection of the population displaced by the earthquake. The incumbent would provide policy advice to the Office of the Police Commissioner on the protection of civilians. The three Human Rights Officers (National Officers) would strengthen the Section's capacity to monitor, report and react to allegations of human rights abuses. The incumbents would be responsible for maintaining daily contacts with vulnerable groups, in particular displaced persons, non-governmental organizations, State officials and the Haitian National Police. Based in Port-au-Prince, the incumbents would assist in building the capacity of State institutions and local human rights organizations through training and technical support.

Child Protection Unit

International staff: increase of 2 positions

National staff: increase of 1 position

United Nations Volunteer: increase of 1 position

118. The Child Protection Unit is responsible for mainstreaming child protection into the policies and activities of the Mission, establishing a monitoring and reporting mechanism on grave child rights violations and abuses and providing technical support to the Government to address child protection issues, in coordination with UNICEF and the United Nations country team. The earthquake increased child vulnerability to potential abuses and impaired the Government's already weakened capacity to protect and respond to child rights violations. Furthermore, the increase in the authorized strength of military and police personnel

has resulted in additional workload for the Unit with regard to training and advocacy. To respond to the increased operational requirements of the Unit, it is proposed that temporary positions for three Child Protection Officers (1 P-3, 1 P-2 and 1 National Officer) be established. In addition, it is proposed that a temporary position be established for a Child Protection Officer (United Nations Volunteer) who would be responsible for monitoring and reporting functions.

119. The proposed Child Protection Officer (P-3) would primarily focus on rule-of-law issues. Under the direct supervision of the Chief of Unit, the incumbent would provide technical support to the Government and local counterparts in the development of policies on the prevention of child trafficking, protection of children from armed violence and response to protection needs of young people. The incumbent would also assist the Government in the establishment of a database on child rights violations. The proposed Associate Child Protection Officer (P-2) would support the Unit's capacity in training for military, police and civilian personnel. The incumbent would assist in the development of a data-collection mechanism on child rights violations. The proposed new Child Protection Officer (United Nations Volunteer) would assist in the development of a monitoring and reporting mechanism of child rights violations. The incumbent would be responsible for data management and the coordination of monitoring and reporting activities with UNICEF and other partners. Finally, the proposed Child Protection Officer (National Officer) would focus on issues related to children and armed violence. Under the supervision of the Child Protection Officer (P-3), the Child Protection Officer (National Officer) would provide technical support to the Government and local organizations in capacity-building at the local level through child and youth protection programmes.

Gender Unit

International staff: increase of 1 position

National staff: increase of 3 positions

United Nations Volunteers: increase of 2 positions

120. The Gender Unit is responsible for supporting the Mission's capacity to support gender equality and integrate gender policies and for the provision of technical support to Government institutions to mainstream gender equality into national policies, in partnership with other United Nations entities. The impact of the earthquake on women has increased the need for support to the Government to protect women's rights. The increase in the strength of military and police personnel authorized by the Security Council after the earthquake has also resulted in additional workload for the Unit in connection with training on gender issues. To meet the increased operational requirements, the strengthening of the capacity of the Unit is proposed through the establishment of additional temporary positions for five Gender Affairs Officers (1 P-4, 2 National Officers and 2 United Nations Volunteers) and one Programme Assistant (national General Service).

121. The proposed Gender Affairs Officer (P-4) would be responsible for providing surge capacity to support the Ministry of Women Affairs and Women's Rights in the development of policies and programmes addressing sexual and gender-based violence to promote social cohesion and women's rights. The incumbent would

coordinate gender mainstreaming efforts at the local level in departments where there is no United Nations country team presence.

122. It is also proposed that a temporary position be established for a Gender Training Specialist (United Nations Volunteer) whose functions would be related to the training of military and police personnel on gender polices and women's rights. The incumbent would also be responsible for the training and provision of advice to the Mission's gender focal points. In addition, it is proposed that a temporary position be established for a Gender Reporting Specialist (United Nations Volunteer) who would be responsible for supporting the Unit's efforts to report on gender issues and mainstream gender into the Mission's policies and activities.

123. It is proposed that a temporary position be established for a Gender Affairs Officer (National Officer) who would be responsible for supporting the Unit's efforts in fostering women's participation in elections and mainstreaming gender issues into the Government's strategy for displaced persons. The incumbent would assist the Government in ensuring equal access and opportunities for women in registration and voting processes and in the appointment of women as election officials. In addition, it is proposed that a temporary position be established for a Gender Affairs Officer (National Officer) who would be responsible for resettlement issues and would provide daily advice and expert support to the Ministry of Women Affairs and Women's Rights in mainstreaming gender into the resettlement process and in building the capacity of State institutions involved in the resettlement process.

124. Lastly, it is proposed that a temporary position be established for a Programme Assistant (national General Service) to assist the Unit in planning and coordinating its training and reporting activities. The incumbent would also be responsible for compiling and reporting data on sexual and gender-based violence, women's participation in elections and resettlement.

Component 4: humanitarian and development coordination

125. Component 4 reflects the Mission's activities in assisting the Government in building capacity in the areas of emergency preparedness and response, poverty reduction and improvement in the delivery of basic public services. The component is supported by the Humanitarian and Development Coordination Unit whose priorities during the 2010/11 period would focus on supporting the humanitarian and recovery efforts undertaken by the Office for the Coordination of Humanitarian Affairs and the United Nations country team and providing technical assistance in building local capacity in emergency preparedness and response throughout the country. To that end, the capacity of the Section would need to be temporarily augmented to increase its presence in all 10 departments. The military component would maintain and exercise a disaster response plan that includes a Quick Reaction Force comprised of military engineers and security forces capable of responding to natural and man-made disasters. Military engineers would support the Government's post-earthquake humanitarian efforts, including infrastructure repairs and vital risk mitigation, especially within vulnerable camps of displaced persons. Engineering tasks and reconstruction efforts would include the removal of debris, drilling of wells, cleaning rivers, clearing roads and building asphalt roads.

Expected accomplishments	*Indicators of achievement*
4.1 Improved humanitarian situation and progress towards economic recovery, reconstruction and poverty reduction	4.1.1 At least 600,000 of the 1.3 million displaced persons living in camps resettled to durable shelter in 2010/11
	4.1.2 At least 5 million cubic metres of debris removed in 2010/11 out of an estimated 15 million cubic metres of debris left by the earthquake
	4.1.3 Adoption and implementation by the interim Haiti Recovery Commission of a procedure to approve reconstruction projects funded by the Haitian Reconstruction Fund and to measure their impact in 2010/11
	4.1.4 Adoption and continued regular update of disaster risk reduction and emergency response plans (2010/11: 10 departments; 2009/10: 10 departments; 2008/09: 9 departments)

Outputs

- Daily operations of military engineer battalions to assist in the removal of debris and in public infrastructure repair activities to ensure a secure and stable environment for relief and recovery efforts and to support the Government's resettlement strategy for displaced persons
- Weekly provision of advice and technical assistance to the Government to ensure the efficiency of international assistance to Haiti, including through coordination meetings between the Prime Minister and the interim Haitian Reconstruction Commission
- Weekly provision of advice and technical assistance to the Government to implement the Plan of Action for National Recovery and Development, assess the availability of funds and project activities and evaluate humanitarian and development needs, including through meetings with the Minister of Planning and External Cooperation, the Minister of Interior and officials from both Ministries
- Weekly provision of advice and technical assistance to the Government to facilitate the implementation of humanitarian and recovery activities and to enable monitoring and evaluation of progress and outputs, including through coordination meetings between the Government, local officials of departments affected by the earthquake, the Office for the Coordination of Humanitarian Affairs, the United Nations country team and non-governmental organizations
- Weekly provision of advice and technical support to the Government and local administrations to build local capacity and improve preparedness for natural disaster and emergency management and response capacity in all 10 departments, including through coordination meetings with the Government, members of the United Nations country team and the Office for the Coordination of Humanitarian Affairs
- Organization of weekly public information and advocacy activities to raise public awareness about the resettlement of displaced persons, debris removal, natural risks and disaster management in support of national institutions, including through print and broadcast outlets and distribution of promotional materials

External factors

Donors will make available the resources pledged for the Haiti Reconstruction Fund. Adequate engineering capacity will be available to remove debris and rehabilitate public infrastructure

Table 5
Human resources: component 4, humanitarian and development coordination

Civilian staff	*International staff*								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Humanitarian and Development Coordination Unit									
Approved posts 2009/10	—	—	4	1	1	**6**	12	1	**19**
Proposed posts 2010/11	—	—	4	1	1	**6**	9	1	**16**
Net change	—	—	—	—	—	—	**(3)**	—	**(3)**
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	1	—	—	1	6	—	7
Net change	—	—	**1**	—	—	**1**	**6**	—	7

[a] Includes National Officers and national General Service staff.

Humanitarian and Development Coordination Unit

International staff: increase of 1 position

National staff: decrease of 3 posts and increase of 6 positions

126. The Special Representative of the Secretary-General is vested with the authority to coordinate all activities of United Nations agencies, funds and programmes in Haiti. The role of the Humanitarian and Development Coordination Unit is to facilitate the Mission's efforts in supporting humanitarian and recovery activities in collaboration with the Office for the Coordination of Humanitarian Affairs and the United Nations country team. The Unit assists national and local authorities in the development of disaster risk reduction and contingency plans in all 10 Departments and assists the Government in building the capacity of local institutions in the coordination of humanitarian response to natural disasters. In areas where the Office is not represented, the Unit provides the interface with humanitarian actors on emergency assistance and recovery.

127. Based on a review of the staffing of the Unit, it is proposed to abolish three existing posts of Field Assistants (national General Service), taking into account that the international staff of the Unit are assisted by support staff in the regional offices, when required.

128. It is also proposed that a temporary position be established for a Senior Humanitarian and Development Officer (P-5) who would serve as Chief of the Unit. The incumbent would be responsible for the development and oversight of the implementation of the Unit's workplan and strategy that includes both national and subnational components. The incumbent would also supervise the staff of the Unit in Port-au-Prince and in the field and ensure the coordination of activities between MINUSTAH, the members of the United Nations country team and Government agencies. The incumbent would provide advice to the Deputy Special Representative of the Secretary-General/Humanitarian Coordinator/Resident Coordinator on matters related to subnational capacity-building in disaster relief management.

129. In addition, it is proposed that temporary positions be established for six Humanitarian Officers (National Officers) who would assist in building the capacity of State institutions in six Departments that are particularly vulnerable to natural disasters. It is anticipated that the strengthened capacity of the Unit would be required until the end of the 2011/12 period, as the required subnational technical capacity will not be available through United Nations agencies.

Component 5: support

130. The support component reflects the work of the Mission Support Division, the Conduct and Discipline Team and the Security Section in providing effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate. Support will be provided to the authorized strength of 8,940 military contingents, 2,940 formed police personnel and 1,451 United Nations police personnel, including 100 seconded Corrections Officers, as well as to 731 international staff, 1,478 national staff and 277 United Nations Volunteers, including temporary positions. The range of support will comprise all support services, including the implementation of conduct and discipline programmes, personnel administration, finance services, maintenance and construction of office and accommodation facilities, air and surface transport operations, communications, information technology, health care and the provision of security services Mission-wide.

Expected accomplishments	*Indicators of achievement*
5.1 Effective and efficient administrative, logistical and security support to the Mission	5.1.1 Maintenance of 90 per cent compliance with national environmental standards and with those of the Department of Peacekeeping Operations (2008/09: 90 per cent; 2009/10: 90 per cent; 2010/11: 90 per cent)
	5.1.2 Strengthening the security plan for contingency preparedness through the conduct of 24 exercises throughout the Mission area (2008/09: 92 per cent; 2009/10: 98 per cent; 2010/11: 99 per cent)
	5.1.3 Increase in access to medical services on a round-the-clock basis for all MINUSTAH personnel in Port-au-Prince (2008/09: 8 hours, 5 days; 2009/10: 12 hours, 6 days; 2010/11: 24 hours, 7 days)
	5.1.4 Maintenance of access to medical services for all Mission personnel during working hours in the regions and on call after working hours (2008/09: 8 hours, 5 days; 2009/10: 8 hours, 5 days; 2010/11: 8 hours, 5 days)

Outputs

Service improvements

- Monitoring and reinforcement of environmental compliance in all MINUSTAH sites through regular inspections and corrective actions to meet regulatory environmental standards

- Implementation of an environmental awareness programme through training, presentation and publications to support environmental protection
- Provision of medical care on a round-the-clock basis for all Mission personnel in Port-au-Prince, during working hours in the regions and on call after working hours
- Implementation of 99 per cent Mission-wide coverage of the security plan for contingency preparedness

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 8,940 military contingent personnel, 2,940 formed police personnel and 1,451 United Nations police officers (including 100 seconded Corrections Officers)
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for an average strength of 8,808 military contingent personnel and 2,940 formed police personnel
- Storage and supply of rations and water for an average strength of 8,808 military contingent personnel and 2,940 formed police personnel in 31 locations
- Storage and supply of 238,020 litres of diesel fuel and kerosene for cooking purposes in support of approximately 2,859 military contingents and 1,000 formed police personnel in 9 locations
- Administration of an average of 2,486 civilian staff, comprising 731 international staff, 1,478 national staff and 277 United Nations Volunteers, including temporary positions
- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred

Facilities and infrastructure

- Maintenance of 140 MINUSTAH premises and locations, including the repair of MINUSTAH premises that were declared unsafe after the earthquake, comprising 45 military sites, 18 United Nations formed police sites, 48 civilian staff premises, 7 United Nations police premises and 22 United Nations police co-locations
- Operation and maintenance of 61 water supply sources and 18 United Nations-owned water purification plants in 10 departments and 1 water bottling plant in Port-au-Prince
- Operation and maintenance of 150 United Nations-owned generators, 63 United Nations-owned light towers and 7 United Nations-owned welding generators
- Establishment of 10 web-based map services using the Geographical Information System (GIS) server for military and police personnel
- Maintenance of GIS, including the update of 30 datasets and production of 14,000 GIS maps
- Construction of 7 camps for military contingent and formed police personnel and one camp for civilian staff accommodation in Port-au-Prince
- Establishment of 2 regional headquarters in Jacmel and Jérémie
- Establishment of 3 new formed police camps in Jacmel, Jérémie and Hinche
- Construction of 1 helicopter landing site in Léogâne
- Maintenance of fire systems for 140 MINUSTAH premises and locations to comply with fire safety standards

- Storage and supply of 11 million litres of petrol, oil and lubricants for 220 United Nations-owned generators and light towers and 566 contingent-owned generators

Ground transportation

- Operation and maintenance of 1,650 United Nations-owned vehicles, including 18 armoured vehicles, 129 vehicle attachments and 4 trailers, in 11 workshops at 11 locations
- Storage and supply of 7.5 million litres of petrol, oil and lubricants for 1,517 United Nations-owned vehicles and 2,200 contingent-owned vehicles
- Operation of a daily shuttle service, 7 days a week, for a daily average of 1,000 United Nations personnel, including staff officers, United Nations police, civilian personnel and individual contractors

Air transportation

- Management and operation of 2 fixed-wing aircraft (1 military and 1 civilian) and 10 rotary-wing aircraft (6 military and 4 civilian) in 5 airfields and 15 helicopter landing sites
- Storage and supply of 3.3 million litres of aviation fuel for 2 fixed-wing and 10 rotary-wing aircraft
- Maintenance of the capability for simultaneous deployment of aircraft to 3 temporary operating bases in the regions
- Provision of 24-hour aviation operations support, including search and rescue, casualty and medical evacuation, as well as night flights

Naval transportation

- Operation and maintenance of 16 contingent-owned naval vessels and 12 Zodiac boats
- Storage and supply of 564,384 litres of petrol for 16 contingent-owned naval vessels and 12 Zodiac boats

Communications

- Support and maintenance of a satellite network consisting of 2 Earth station hubs and 28 very small aperture terminal (VSAT) systems to provide voice, fax, video, data communications, disaster recovery and business continuity services
- Support and maintenance of ultra-high frequency (UHF) network consisting of 3,311 hand-held radios, 1,723 mobile radios, 50 base station radios, 2,500 hand-held radios (trunking), 410 mobile radios (trunking) and 6 base station radios (trunking)
- Support and maintenance of high-frequency network (HF) consisting of 873 mobile radios with GPS option and 104 base stations (data-capable)
- Support to and maintenance of 40 telephone exchanges and 123 microwave links
- Support and maintenance of 25 communications sites to enhance microwave, ultra-high and high-frequency network coverage throughout Haiti
- Support and maintenance of 13 communications centres

Information technology

- Support and maintenance of 125 servers; 3,048 desktop computers; 1,050 laptop computers; and 232 digital senders
- Support and maintenance of local-area networks (LAN) and wide-area networks (WAN) for 4,400 users

Medical

- Operation and maintenance of 1 level II hospital in Port-au-Prince and 33 level I clinics and 3 dispensaries in all United Nations locations, providing medical services to all Mission personnel and to the staff of United Nations agencies in cases of emergency
- Maintenance of a central laboratory in Port-au-Prince and 3 basic laboratories in Cap-Haïtien, Gonaïves and Les Cayes
- Maintenance of Mission-wide land and air evacuation arrangements for all Mission personnel, including strategic air evacuation from level I facilities to level II hospital, and from level II hospital to level III and level IV facilities
- Operation and maintenance of voluntary and confidential HIV counselling and testing facilities for all Mission personnel
- HIV sensitization programme, including peer education, for all mission personnel

Security

- Provision of security services, round-the-clock, for an average of 132 military staff officers, 1,451 United Nations police officers (including 100 seconded Corrections Officers), 732 international staff and 277 United Nations Volunteers, including close protection of VIPs, as well as for United Nations facilities and sites
- Mission-wide site security assessment, including residential surveys for 1,077 residences
- Conduct of 24 information sessions on security awareness and contingency plans for all Mission staff
- Investigation of incidents and accidents involving Mission personnel and property
- 24-hour close protection to senior Mission staff and visiting high-level officials
- Induction security training and primary fire training/drills for all new Mission staff as well as basic firefighting refresher courses for all security staff and fire wardens in the Mission
- Implementation and update of the security plan

External factors

Supplies, equipment and outsourced services will be delivered as contracted, and operations will be not adversely impacted by natural disasters

Table 6
Human resources: component 5, support

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Conduct and Discipline Team									
Approved posts 2009/10	—	—	2	1	—	**3**	1	—	**4**
Proposed posts 2010/11	—	—	2	1	—	**3**	1	—	**4**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	1	—	1	**2**	1	—	**3**
Proposed temporary positions 2010/11	—	—	1	—	1	**2**	1	—	**3**
Net change	—	—	—	—	—	—	—	—	—
Security Section									
Approved posts 2009/10	—	—	3	15	49	**67**	214	—	**281**
Proposed posts 2010/11	—	—	2	15	49	**66**	214	—	**280**
Net change	—	—	**(1)**	—	—	**(1)**	—	—	**(1)**
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	1	1	15	**17**	27	—	**44**
Net change	—	—	**1**	**1**	**15**	**17**	**27**	—	**44**
HIV/AIDS Unit									
Approved 2009/10	—	—	1	—	—	**1**	3	2	**6**
Proposed 2010/11	—	—	1	—	—	**1**	3	2	**6**
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions 2009/10	—	—	—	—	—	—	—	—	—
Proposed temporary positions 2010/11	—	—	—	1	—	**1**	1	—	**2**
Net change	—	—	—	**1**	—	**1**	**1**	—	**2**
Mission Support Division Office of the Chief									
Approved 2009/10	—	1	3	5	17	**26**	23	1	**50**
Proposed 2010/11	—	1	5	7	21	**34**	25	1	**60**
Net change	—	—	**2**	**2**	**4**	**8**	**2**	—	**10**
Approved temporary positions 2009/10	—	1	—	—	2	**3**	1	—	**4**
Proposed temporary positions 2010/11	—	1	2	4	2	**9**	1	—	**10**
Net change	—	—	**2**	**4**	—	**6**	—	—	**6**
Administrative Services									
Approved 2009/10	—	—	8	22	55	**85**	437	31	**553**
Proposed 2010/11	—	—	8	19	55	**82**	437	31	**550**
Net change	—	—	—	**(3)**	—	**(3)**	—	—	**(3)**

Civilian staff	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff[a]	United Nations Volunteers	Total
Approved temporary positions 2009/10	—	—	1	7	17	**25**	6	1	**32**
Proposed temporary positions 2010/11	—	1	12	13	28	**54**	43	10	**107**
Net change	—	**1**	**11**	**6**	**11**	**29**	**37**	**9**	**75**
Integrated Support Services									
Approved 2009/10	—	—	9	28	130	**167**	331	97	**595**
Proposed 2010/11	—	—	9	25	131	**165**	331	97	**593**
Net change	—	—	—	**(3)**	**1**	**(2)**	—	—	**(2)**
Approved temporary positions 2009/10	—	—	—	—	8	**8**	56	16	**80**
Proposed temporary positions 2010/11	—	1	11	12	32	**56**	92	34	**182**
Net change	—	**1**	**11**	**12**	**24**	**48**	**36**	**18**	**102**
Total, support									
Approved 2009/10	—	1	26	71	251	**349**	1 009	131	**1 489**
Proposed 2010/11	—	1	27	67	256	**351**	1 011	131	**1 493**
Net change	—	—	**1**	**(4)**	**5**	**2**	**2**	—	**4**
Approved temporary positions 2009/10	—	1	2	7	28	**38**	64	17	**119**
Proposed temporary positions 2010/11	—	3	27	31	78	**139**	165	44	**348**
Net change	—	**2**	**25**	**24**	**50**	**101**	**101**	**27**	**229**

[a] Includes National Officers and national General Service staff.

Security Section

International staff: decrease of 1 post and increase of 17 positions

National staff: increase of 27 positions

131. It is proposed that the existing post of the Chief Security Officer (P-5) be abolished, taking into account that the functions of the post are now carried out by the Chief Security Adviser, whose post is funded by UNDP in line with the concept of operations on security within the United Nations country team.

132. The Security Section of MINUSTAH needs to regain its response capacity to address various security issues resulting from the deployment of a large number of additional international and national staff in Haiti. Since the current staffing structure of the operational units within the Section is not sufficient to address additional tasks, it is proposed that the capacity of the Section be strengthened by an additional 44 temporary positions, comprising 17 international and 27 national positions.

133. A temporary position for a Security Officer (P-2) is proposed to serve as Deputy to the Regional Security Coordinator. The incumbent would assist in strengthening the capacity of the Section in addressing an increased number of security issues in the regions.

134. A temporary position for an Administrative Officer (Field Service) is proposed, taking into account the reinforcement of the administrative structure that would ensure a coherent and systematic management of the administrative and human resources activities (i.e., recruitment, performance appraisal and training) of the Section. The incumbent would also take the lead in the preparation and implementation of the Section's programme of work, including the monitoring and review of the work programme and budget, through the conduct of regular and special reviews to assess the progress of the actual implementation of the workplan. The incumbent would also oversee functions related to procurement, billing and receipt of income from various services, the operational travel programme, procurement monitoring and the evaluation of vendor contracts/payments to vendors and individual contractors for services rendered.

135. In addition, the establishment of a Patrol Unit consisting of four temporary positions of Security Officers (Field Service) is proposed to provide security in residential and high-risk areas on a daily basis and to offer quick response to staff members in case of emergency. Following the earthquake, services of staff members from other units were utilized to establish a Quick Reaction Force to improve the response capacity of the Section. The establishment of these temporary positions would enable the Section to effectively perform its security functions and provide timely response on a round-the-clock basis.

136. Within the relief efforts led by the United Nations agencies, funds and programmes following the earthquake, a large number of additional staff from the Office of the Coordinator for Humanitarian Affairs, the World Food Programme (WFP), UNICEF, the International Organization for Migration (IOM) and other United Nations entities were deployed to Haiti. Due to increased security-related issues arising from the use of the logistics base for a large group of personnel located in a relatively small area, an additional temporary position of a Security Officer (Field Service) is proposed to maintain better control of accesses to the premises and prevent intrusion by non-authorized individuals. Moreover, the establishment of additional camps would require the presence of security personnel on a permanent basis to ensure reinforcement of military and police components.

137. Since the earthquake, the Close Protection Unit has been able to respond to the Unit's increased workload resulting from the temporary deployment of additional Security Officers from other peacekeeping missions. The establishment of two additional temporary positions for Personal Protection Officers (Field Service) is proposed to provide more robust management and protection of senior Mission personnel in an insecure and high-risk environment.

138. With regard to the establishment of the Santo Domingo Liaison and Support Centre, it is proposed that four temporary positions of Close Protection Officers (Field Service) be established, based in Santo Domingo, to implement close protection for senior Mission personnel.

139. In connection with the recent classification of the Mission's aviation ramp to level VI, the establishment of a temporary position of a Fire and Safety Officer (Field Service) is proposed to provide round-the-clock coverage and to mitigate issues related to fire and safety. The current staffing level does not have the capacity to absorb the additional operational requirements of the Section, as some functions are being performed through the temporary deployment of a Security Officer.

140. The surge of additional civilian staff of United Nations agencies, funds and programmes in support of relief efforts to the Haitian population would require further security to maintain effective control of all accesses to Mission premises. While the guard force in most facilities is at the lowest level, new premises have been established following the earthquake. In this regard, it is proposed that temporary positions for 15 Security Guards (national General Service) be established to strengthen the Section's capacity in providing security support in the regions.

141. In addition, two additional temporary positions for Security Assistants (national General Service) are proposed in support of the "safe and secure" approach to the field environment programme. Since this programme would require the acquisition and installation of new equipment, the incumbents would be responsible for the preparation of training activities, training materials and training facilities.

142. Four additional temporary positions for Security Assistants (national General Service) would also be required for the planned inspection of all United Nations premises in Haiti, training of the fire brigades in Port-au-Prince and all regions, as well as the operations and logistics within the Fire and Safety Unit.

143. The establishment of the Santo Domingo Liaison and Support Centre would require the establishment of a security office in Santo Domingo. In this regard, a temporary position for an officer-in-charge of the Security Office (P-4) is proposed. The incumbent would represent the Security Section in the local security management team, provide advice to senior Mission personnel and liaise with high-level authorities of the Government of the Dominican Republic. The incumbent would also be in charge of the security of all MINUSTAH personnel (including dependants) and property in the Dominican Republic.

144. In addition, a temporary position for a Security Officer (Field Service) is proposed to supervise the local guard force of the new premises in Santo Domingo. At the same time, a temporary position for a Training Officer (Field Service) is proposed to carry out security and induction training of all MINUSTAH staff arriving in Santo Domingo prior to their deployment in Haiti. Finally, it is proposed that six additional temporary positions be established for: (a) a Pass and Identification Assistant (national General Service) for the issuance of identification cards to all staff during the check-in process in Santo Domingo; and (b) five Security Guards (national General Service) for the establishment of a guard force that would be responsible for control of accesses to the Mission's premises in Santo Domingo. The incumbents would be deployed in various locations within the Mission's premises.

HIV/AIDS Unit

International staff: increase of 1 position

National staff: increase of 1 position

145. During the 2009/10 period, the HIV/AIDS Unit was reflected under component 4 (humanitarian and development coordination). However, taking into account the fact that the role of the Unit is primarily related to the mitigation of risk of HIV/AIDS transmission among peacekeeping personnel and within the host community through preventive programmes, the mainstreaming of HIV/AIDS into

the policies and activities of the Mission and the provision of technical support to local authorities on epidemic response, it has been determined that the HIV/AIDS Unit should be reflected under the support component for the 2010/11 period.

146. The increase in the strength of military, police and civilian personnel has resulted in a concomitant increase in the workload of the Unit, especially with regard to training and prevention-related activities. The Unit has also enhanced its coordination activities with the Joint United Nations Programme on HIV/AIDS (UNAIDS) and the United Nations country team to assist the Government in addressing the increased vulnerability to HIV of the displaced population.

147. In view of the above, it is proposed that two temporary positions for HIV/AIDS Officers (1 P-3 and 1 National Officer) be established. The incumbents of the positions would support the Unit's capacity in implementing HIV/AIDS prevention programmes within the Mission and in building the capacity of local institutions. The HIV/AIDS Officer (P-3) would assist national counterparts in the implementation of HIV/AIDS prevention programmes and the development of HIV prevention campaigns, materials and training activities. The incumbent would conduct risk assessments and plan interventions to reduce HIV risks. The HIV/AIDS Officer (National Officer) would be responsible for extending outreach programmes to local authorities and communities and for implementing HIV/AIDS projects and public relations campaigns. The incumbent would also provide technical and coordination support to the Ministries of Education, Justice and Public Security, Health, Women Affairs, Youth and Sport on HIV/AIDS prevention and capacity-building.

Mission Support Division
Office of the Chief

International staff: increase of 8 posts and 6 positions

National staff: increase of 2 posts

148. In order to strengthen the senior leadership of the Mission following the earthquake, it is proposed that the existing temporary position for the Director, Operations and Administration (D-2), approved in the 2009/10 period, be reassigned as the Director of Mission Support. The Director would be supported by a Deputy Director of Mission Support (D-1) along with the Chief Administrative Services/Officer-in-Charge of the Santo Domingo Liaison and Support Centre (D-1) and a Chief of Integrated Support Services (D-1). It is considered that this organizational structure would provide the appropriate level of leadership, oversight and direction to the delivery of support to the military, police and substantive components.

149. With the tragic events of January 2010, the complexity of the operating environment in which support services must be delivered to the Mission has increased exponentially, in particular the expansion of the authorized strength of military and police personnel needed to address the extensive destruction of facilities and infrastructure in the country, and the need to deploy all means to support the humanitarian relief efforts. In addition, the challenges presented by the medium-term reconstruction and normalization programmes are immense. The additional challenges, including the provision of logistics support to the Government of Haiti, the Office of the Special Envoy to Haiti and the United

Nations country team, would require a higher level of coordination and support to assist the humanitarian operations.

150. In view of the significant increase in the operational intricacy, scope and magnitude of the Mission, and the multiplicity of its activities, it is clear that MINUSTAH has evolved into a large and complex mission. The workload placed on the existing Mission support structure to meet these challenges has become overwhelming, and a comprehensive review of staffing requirements is currently under way.

151. In order to provide the Mission with long-term sustainable capacity at senior managerial levels, it is proposed to utilize the existing post of the Chief of Mission Support (D-1) for a temporary position of a Deputy Director of Mission Support (at the same level). A staff member at a more senior level would be required to coordinate all the sector offices and provide appropriate guidance and advice on a regular basis. The Deputy Director would oversee the day-to-day functioning of all the sector offices working closely with the Regional Coordinator's Office. The Deputy Director would be required to handle the crucial functions of ensuring that all executive directives are implemented. The establishment of a position of a Deputy Director would enable the Director of Mission Support to focus on the strategy, planning, policymaking and coordination with the host Government, the office of the Special Envoy and the United Nations country team, in addition to providing support to the military, police and substantive components.

152. In the aftermath of the earthquake, the workload of the Budget Office has become even more complex and difficult, as careful management of the Mission's resources is necessary to meet the increased operational requirements. The workload of the Office has increased substantially owing to the need to provide responses to numerous requests from multiple stakeholders. Taking into account the fact that the Office has been supported through the temporary redeployment of posts to perform key functions, including budget formulation and administration, as well as the management of trust funds, quick-impact projects and the community violence reduction programme, additional posts would be required.

153. In this regard, it is proposed that two posts for Senior Finance and Budget Officers (P-4) be established. One Senior Finance and Budget Officer (P-4) would be responsible for administration and oversight of the Mission's approved budget, including the provision of advice and training to staff members in the substantive and support components, as well as the preparation of responses to queries from legislative and intergovernmental bodies. The other Senior Finance and Budget Officer (P-4) would be responsible for the management and oversight of resources related to the multi-donor trust fund as well as resources for the above-mentioned quick-impact projects and community violence reduction programmes, which resources have significantly increased in the aftermath of the earthquake. The strengthening of the capacity of the Budget Office would also enable the Mission to monitor the implementation of external and internal audit recommendation with respect to the timely implementation and completion of projects and to respond to related audit requests.

154. In addition, two posts for Finance and Budget Officers (P-3) and six posts of Finance and Budget Assistants (4 Field Service and 2 national General Service) are proposed to provide assistance and support in the preparation of budget and performance report submissions, the monitoring of the allotments and resources

related to the trust fund, quick-impact projects and community violence reduction programmes.

155. To strengthen the functions and coordination among various regional offices through the office of the Regional Coordinator, it is proposed that temporary positions be established for two Regional Administrative Officers (P-4), to be deployed in Gonaïves and Miragoâne. The incumbents would be responsible for the coordination and effective implementation of all administrative support provided within the regions. With delegated authority, the officers would ensure compliance with relevant financial and administrative regulations and rules in the provision of support services. The officers would also ensure and continuously monitor the quality of support provided to all the components of the Mission in their areas of responsibility. The incumbents would report directly to the Chief Regional Coordinator.

156. In addition, it is proposed that temporary positions be established for four Administrative Officers (P-3) who would assume the functions of a Field Operations Manager in the four main regional offices in Cap-Haïtien, Gonaïves, Léogâne and Les Cayes. The incumbents would assist in the planning, coordination and timely provision of support services to military, police and substantive components deployed in their respective areas of responsibility.

Administrative Services

International staff: decrease of 3 posts and increase of 29 positions

National staff: increase of 37 positions

United Nations Volunteers: increase of 9 positions

157. The Office of the Chief of Administrative Services is responsible for the planning, coordination and provision of administrative services in support of the military, police and civilian personnel of the Mission. In the aftermath of the earthquake, the Security Council, in its resolution 1908 (2010), endorsed the increase of the overall force levels of MINUSTAH to support immediate recovery, reconstruction and stability efforts. A Liaison and Support Centre was subsequently established in Santo Domingo for the deployment of staff of the Mission Support Division for the provision of services that did not necessarily require physical presence in Haiti. With administrative services now being provided in both Haiti and Santo Domingo, there is an increased requirement to ensure that services are effectively delivered to all military, police and civilian personnel. Upon review of the increased functional responsibilities related to the expansion of the Mission, it is proposed that a temporary position for the Chief of Administrative Services (D-1) be established to correspond with the increase in volume, scope and complexity of the provision of administrative services. The incumbent would undertake appropriate managerial and financial responsibilities in order to ensure the smooth functioning of the Service and the monitoring and coordination between the various components and locations of the Mission.

158. In addition, two temporary positions of Administrative Officers (1 P-4 and 1 P-3) are proposed to support the Chief of Administrative Services (D-1) in ensuring quality assurance and the timely coordination of activities of the various units of the Service.

159. The Integrated Mission Training Centre is responsible for the coordination, design, development, monitoring, evaluation and delivery of training for all Mission personnel in Haiti and Santo Domingo, the career development activities for all Mission personnel and capacity-building activities for national staff. With the overall increase in the volume and scope of the Mission's operations and the increase in the strength of its military, police and civilian components, a temporary position for a Training Assistant (United Nations Volunteer), to be based in Santo Domingo, is proposed to address increased training requirements. The Training Assistant would be responsible for coordinating and managing all training and administrative activities and tasks for the support office in Santo Domingo, including providing information on training services and courses related to staff induction programmes, office communication and administration skills.

160. The revised organizational structure of MINUSTAH would mean that the Finance Section would operate in both Port-au-Prince and in Santo Domingo and, accordingly, the Finance Section would require the establishment of four Units (Cashier's Office, Accounts Unit, Payments Unit and Payroll Unit) at both locations. To that end, it is proposed that additional temporary positions be established.

161. The increase in the volume of financial transactions and the deployment and administration of staff in Haiti and Santo Domingo would require a higher level of managerial responsibility. Consequently, it is proposed that a temporary position be established for the Chief Finance Officer (P-5). In addition, it is proposed that three existing posts of Finance Officers (P-3) be temporarily abolished for the duration of the surge period and, in lieu of those posts, that three temporary positions for Finance Officers (P-4) be established to undertake increased responsibilities in the processing of salaries, allowances and entitlements to MINUSTAH personnel and the processing of payments to vendors as well as ensuring transparency and compliance with United Nations Financial Regulations and Rules.

162. In addition, and taking into account that the office of the Chief Finance Officer has been relocated to Santo Domingo, it is proposed that a temporary position for a Finance Assistant (national General Service) be established to perform the following functions: (a) undertake the provision of secretarial and administrative support to the Chief Finance Officer; (b) act as focal point for the management and flow of correspondence in Santo Domingo; and (c) monitor and record the attendance of the Section's staff in Santo Domingo.

163. The Personnel Section is responsible for implementing new human resources policies, practices and procedures, as well as the revision of existing practices and procedures to meet the evolving requirements of the Mission. The Section also monitors and ensures that the implementation of human resources policies, practices and procedures related to recruitment and placement are put in place in compliance with established policies and procedures.

164. Taking into account that the current staffing level is insufficient to respond to the increased demands on the Section and to ensure the efficient provision of services to the Mission, it is proposed that two temporary positions for a Chief Civilian Personnel Officer (P-5) and a Civilian Personnel Officer (P-3) be established.

165. In March 2010, the Mission was given authority for the selection and recruitment of international staff, which has contributed to the additional workload

of the Section. To support ongoing recruitment activities, it is proposed to establish temporary positions for four Human Resources Assistants (Field Service) who would assist in recruitment and placement tasks through: (a) monitoring and ensuring the timely filling of temporary positions in accordance with established policies and procedures; (b) overseeing and clearing recruitment and placement submissions to central review bodies; (c) reviewing shortlists and participating in interviews of candidates; and (d) managing temporary positions and staffing tables.

166. The Procurement Section has been mandated to provide cost-effective solutions for the acquisition of goods and services for the operations of MINUSTAH in compliance with established rules, regulations and guidelines. A review of its current structure indicates that the existing staffing capacity had already been previously constrained when the Mission was in a state of transition towards the stabilization stage, resulting in a large number of procurement actions with long processing lead times.

167. In addition to regular procurement activities, the Mission would continue to undertake major activities during the 2010/11 period to include the reconstruction of United Nations facilities, the establishment of a new integrated United Nations compound in Port-au-Prince and new regional integrated offices in Léogâne and Jacmel. These new projects involve significant inter-agency interaction and coordination on common service agreements. Moreover, the renewal of leases constitutes high-value procurement cases that would involve coordination, negotiation and dispute resolution in response to the inflation in the housing market, which would require additional expertise and resources.

168. To improve the efficiency of existing services and to respond to increased operational requirements, additional temporary positions for a Chief of Procurement Officer (P-5), two Procurement Assistants (Field Service) and one Procurement Officer (National Officer) are proposed to strengthen the staffing capacity of the Procurement Section.

169. Given that the majority of contracts to be signed are complex, and in order to ensure that all legal and commercial aspects of high-value procurement cases are adequately covered, it is proposed that the position of Chief Procurement Officer (P-5) be established to ensure the appropriate level of managerial responsibility and oversight functions. Based on a review of the proximity of the regions, communications infrastructure and connectivity to the regions, two temporary positions for Procurement Assistants (Field Service) would also be required to support the Chief Procurement Officer in efficiently managing procurement activities in two regions, Léogâne and Jacmel. The Procurement Assistants would provide dedicated support to the work of the two regional offices in coordinating procurement processes and undertaking direct interaction with regional and local vendors. Their functions would include: (a) identification of local vendors who can provide services for construction, conservancy, facilities management, service contracts and building and construction materials; (b) ensure the consolidation of requirements for goods and services; (c) review of competitive bidding exercises with focus on regional vendors; and (d) establishment of contracts and negotiations to enable local and regional vendors to directly address queries and issues at the regional level.

170. The requirement to verify the existence and capacity of local vendors and service providers has emerged in the aftermath of the earthquake. In this connection,

a temporary position for a Procurement Officer (National Officer) is proposed to update the vendor roster and to support improved competition through the establishment of a larger pool of local vendors. In addition, the functions of the incumbent in coordinating regular field-based procurement activities would contribute to the Mission's efforts to build national capacity and enhance the rapport between the local vendors and MINUSTAH, which would contribute to the understanding of United Nations procurement practices by local and regional vendors and improve transparency in procurement processes.

171. Since the earthquake, the volume and scope of support provided by the General Services Section has more than doubled not only in Port-au-Prince but also in Les Cayes, Gonaïves and Cap-Haïtien. In addition, new camps have been established in Port-au-Prince (Camp Delta and Integrated Mission Headquarters) and in Léogâne and Jacmel. With the expansion of the Mission and the establishment of new offices and camps throughout Haiti, it is proposed that the capacity of the Section be strengthened by additional temporary positions.

172. Accordingly, and in line with the increase in the authorized strength of the military and police personnel of the Mission, as well as an increase in the number of the Mission's locations throughout the country, the Section has already absorbed a substantial increase in workload, which cannot be sustained in the long term. Consequently, it is proposed that the capacity of the Section be augmented during the surge period.

173. The General Services Section currently administers all land and lease agreements, which were previously managed by the Engineering Section. In this regard, it is proposed that temporary positions be established for a Chief of General Services (P-5) and one General Services Officer (United Nations Volunteer) to interact and liaise on an ongoing basis with authorities from the Ministries of Foreign Affairs and Finance and other Government offices in connection with issues related to land and lease agreements for premises in Haiti and the Dominican Republic. The Section would also be tasked to reconnoitre all MINUSTAH sites and prepare the necessary documentation. In connection with support for the temporary accommodation by a marine vessel and current United Nations-provided accommodation camp management, it is proposed that four temporary positions of General Services Assistants (national General Service) be established.

174. The functions and responsibilities of the Facilities Management Unit are expected to expand significantly, taking into account the establishment of a new Integrated Mission Headquarters and Camp Delta. In addition, the Mission operates three regional offices in Cap-Haïtien, Les Cayes and Gonaïves and is in the process of establishing an additional regional office in Léogâne and expanding the existing office in Jacmel. With the increase in the strength of military and police personnel, it is expected that additional sites will be established. All such sites would require the support and presence of the Unit to supervise various facilities management functions. Accordingly, it is proposed to establish 10 temporary positions for Facilities Management Assistants (national General Service) to supervise and oversee the work of more than 220 individual contractors throughout the Mission area.

175. The increase in civilian staffing requirements has been minimized by the plan to outsource a majority of general services, including janitorial services, grounds maintenance and garbage collection and disposal in all offices in Haiti and Santo

Domingo. To ensure the efficient functioning of these outsourced services, additional temporary positions for both international and national staff would be required in all locations to monitor the provision of outsourced services.

176. The Records Management and Archives Unit has embarked on and is currently in the process of archiving all of the Mission's inactive files and introducing a new electronic filing system. It is proposed that the capacity of the Unit be strengthened by the establishment of temporary positions for four Records Management Assistants (national General Service) in the Records Management and Archives Unit, as well as one temporary position for a Messenger (national General Service) to assist in mail, pouch and reproduction services, given the location of the Mission in both Port-au-Prince and Santo Domingo.

177. Taking into account the increased activities in the regions, two temporary positions for General Services Specialists (United Nations Volunteers) would be required to reinforce the existing eight positions deployed in each of the regions. The incumbents would be responsible for all regional activities related to general services, including facilities management, receiving and inspection, property control and inventory management and registry. The incumbents would also be responsible for overseeing the functions of all national staff assigned to their respective regions. In addition, and taking into account that the Mission has established independent disposal yards with incinerator operations in Les Cayes, Gonaïves, Cap-Haïtien and Port-au-Prince, the Property Disposal Unit would require four temporary positions for Property Disposal Assistants (national General Service) and three Administrative Assistants (national General Service) to assist and support property disposal and control activities and the conduct of physical inventories.

178. Prior to the earthquake, the Travel Unit handled an average of approximately 3,200 official trips on an annual basis. With the expansion in the strength of uniformed personnel, it is expected that the workload of the Travel Unit will increase to support approximately 8,000 official trips by the end of 2010, as a result of the delegated authority of the Mission to support the official travel of United Nations police officers and staff officers.

179. A recent comparative analysis has indicated that it is more cost effective to use the Santo Domingo international airport than the Port-au-Prince international airport for incoming and outgoing international travel. As a result, it is anticipated that the Travel Unit would continue to use Santo Domingo as the main port of embarkation/disembarkation for MINUSTAH personnel. Accordingly, with the increase in the number of military, police and civilian personnel of the Mission, it is proposed that the capacity of the Travel Unit be strengthened by the establishment of two temporary positions for Travel Assistants (national General Service) to respond to the increased workload in supporting travel-related requirements of the Mission. One Travel Assistant would be based in Santo Domingo and the other in Port-au-Prince, in order to enhance the capacity of the Travel Unit to provide support on visa-related issues to all Mission personnel.

180. In addition, the General Services Section would require four temporary positions, as follows: (a) two positions for Administrative Assistants (national General Service) for the Santo Domingo Liaison and Support Centre; (b) one Administrative Officer (National Officer) to support budgeting and invoicing functions, including ensuring the most cost-effective travel arrangements for the Organization and full compliance with travel contracts; and (c) one Administrative

Assistant (Field Service) for the proper monitoring and oversight of the Section's financial accounts.

181. The Contracts Management Unit is responsible for the administration and coordination of all outsourced contracts in the Mission. The workload of the Unit is expected to increase, taking into account the Mission's role in the reconstruction of Haiti, which would require a substantial level of outsourced services. In this regard, it is proposed that temporary positions be established for a Chief Contracts Manager (P-4) and two Contracts Managers (P-3), to be supported by two Contracts Management Assistants (Field Service) and one Inspection Officer (United Nations Volunteer).

182. The complexity and volume of new contracts for outsourced services would require the appropriate level of management and oversight. Accordingly, it is proposed that a temporary position be established at the P-4 level for a Chief Contracts Manager, who would serve as Chief of the Unit, as it is envisaged that the administration and oversight of the implementation of contracts would be more difficult and challenging, given the instability of the business environment and the extensive damage to the Mission's infrastructure. In addition, the loss of some of the largest external contractors implies that the Mission would have no other recourse but to work with smaller external contractors, which would require additional capacity for the oversight and monitoring of the implementation of the related contracts. Consequently, the Unit would be required to undertake closer monitoring of contract performance to reduce the risk of dispute and service interruptions.

183. In the Staff Counselling and Welfare Section, it is proposed that a temporary position for a Chief of the Section (P-5) be established. The incumbent would be responsible for the oversight and administration of counselling and welfare-related services in Port-au-Prince, in the Santo Domingo Liaison and Support Centre and in all 10 regions. The incumbent would lead activities related to the psychosocial programme design, implementation, monitoring and evaluation process, taking into account that a large number of personnel, who were earthquake survivors, continue to suffer and deal with the traumatic effects of their experience.

184. In addition to the increased capacity for individual counselling and coordination on case management, the Chief of the Section would also enable the conduct of a higher number of psychosocial training sessions to MINUSTAH staff, which would allow for the conduct of follow-on training programmes by professional counsellors within the Mission area, taking into account the various psychosocial challenges and levels of traumatic stress ranging from acute traumatic stress to post-traumatic stress disorder experienced by Mission personnel.

185. Consequently, the biggest challenge is to put in place the requisite programmes to address the psychological needs of personnel resulting from stress and trauma, preventive programmes against distress and late-onset trauma, as well as the creation of an overall conducive environment through policies, guidance to managers and the welfare programmes. In this regard, a temporary position for a Staff Counsellor (P-3) is proposed to provide individual and group counselling sessions to United Nations staff and their dependants in the Dominican Republic. The incumbent would be responsible for the design, organization and conduct of training sessions on stress and stress-related issues for military, police and civilian personnel. In addition, the incumbent would be responsible for functions related to

emotional trauma and traumatic stress intervention, including post-traumatic stress disorder, for military, United Nations police and civilian staff.

186. Furthermore, it is proposed that two temporary positions for Assistant Staff Counsellors (1 Field Service and 1 National Officer) be established. The incumbents would be responsible for: (a) providing individual and group counselling to United Nations military, police and civilian personnel, as well as dependants of national staff; (b) conducting training sessions on stress and related issues for military, police and civilian staff; (c) visiting United Nations offices in Port-de-Paix and Saint Marc in order to implement preventative and mitigating stress management activities; (d) liaising with local experts and medical doctors in the region; (e) assessing individual and organizational stress and coping factors; (f) emotional trauma and traumatic stress intervention, including post-traumatic stress disorder for military, police and civilian staff; (g) monitoring and tracking of trauma intervention of most affected staff members in the regions; and (h) assisting United Nations medical personnel in providing psychosocial assistance for the treatment and follow-up of staff in the civilian and military level I clinics.

187. The temporary position of an Assistant Staff Counsellor (Field Service) is proposed to be established in the regional office in Gonaïves to enhance continuity of services, provide more expeditious response to unforeseen requirements, and undertake day-to-day counselling and conflict-resolution services for staff and managers of the Mission.

188. The activities of the Medical Section are in compliance with medical policies and guidelines issued by the Medical Services Division of the Department of Management and by the Medical Support Services of the Department of Field Support. The Medical Section is responsible for the provision of medical services to Mission personnel for the promotion and maintenance of their health, taking into account their medical status and working environment, to enable staff to carry out their duties. Services provided by the Medical Section are extended to all MINUSTAH personnel, individual contractors and temporary workers and staff of United Nations agencies and eligible dependants.

189. After the earthquake, the national health system, including medical facilities and services, collapsed. The health situation of the country deteriorated with the emergence of new diseases not commonly found in Haiti. Environmental conditions, owing to the absence of garbage collection and disposal services, worsened and access to clean water was limited, as all existing water sources in Port-au-Prince were contaminated. In this regard, it is proposed that a temporary position be established for a Chief Medical Officer (P-5) to support the Haitian Ministry of Health and the health cluster in drafting policies to address and respond to health-related issues in the country and to develop guidelines related to occupational health hazards that contribute to lower productivity of Mission personnel. The incumbent would also ensure the implementation of United Nations medical technical standards for MINUSTAH personnel and oversee the administration of United Nations clinics and dispensaries established in the Mission area, as well as international and locally contracted United Nations medical personnel.

190. To ensure that the Medical Section is operational on a round-the-clock basis, the establishment of a temporary position for a Medical Officer (P-3) is proposed to act as Deputy in the absence of the Chief Medical Officer. The incumbent would conduct medical briefings for incoming staff, assist in providing health education,

oversee health care and hygiene-related issues and oversee the implementation of preventive medicine measures in the area of responsibility. The incumbent would coordinate casualty evacuation and escort patients, if required, oversee the standards of medical treatment provided by the Section, prepare reports required by the Chief Medical Officer and ensure the implementation of the policies at the regional level under the supervision of the Chief Medical Officer. The incumbent would be based in Port-au-Prince and will be part of the emergency team to be deployed in Santo Domingo, as required.

191. With the complexities brought about by the earthquake and increased requirements for medical services related to the expansion of the Mission, the establishment of a temporary position for a Senior Nurse (Field Service), to be based in Port-au-Prince, is proposed. The incumbent would report to the Chief Medical Officer and would be responsible for nursing-related tasks in accordance with United Nations policies and procedures regarding medical clearances, medical emergencies and the provision of in-service training to nursing staff. The incumbent would perform medical briefings for incoming staff, assist in providing health education and provide opportunities for nurses to regularly update their nursing skills. The incumbent would also perform medical administrative tasks related to budgeting, procurement and personnel matters.

192. While the Medical Section provides round-the-clock medical coverage to the Mission, its ambulance services are provided without the on-board support of a medical doctor and the Mission does not have the appropriate medical capacity to respond to emergencies. Accordingly, it is proposed that temporary positions be established for two Medical Doctors (United Nations Volunteers). One Medical Doctor would be part of the emergency response team in the ambulance and would be in charge of stabilizing and securing the safe transport of the casualty to the nearest medical facility. The other Medical Doctor would be part of the emergency medical team to be based in Santo Domingo.

193. In addition, the establishment of temporary positions for two Nurses (1 national General Service and 1 United Nations Volunteer) is proposed as part of the emergency response team for the round-the-clock ambulance services and to provide support to the medical doctor while transporting the casualty. The incumbents would be responsible for ensuring the serviceability and availability of equipment and would also be part of the emergency team to be deployed in Santo Domingo, as required.

194. It is also proposed that temporary positions be established for two Laboratory Technicians (one national General Service and one United Nations Volunteer) and one Ambulance Driver (national General Service) owing to the increased workload in laboratory facilities resulting from the increase in the number of military, police and civilian personnel. The laboratory technicians would strengthen the capacity of the Section to complete laboratory tasks in a timely manner. The ambulance driver would be part of the emergency response team and would ensure the maintenance of the ambulances for the expeditious transport of patients, conduct daily checks of the ambulance fleet and ensure the completeness of medical equipment and supplies in the ambulances.

Integrated Support Services

International staff: decrease of 2 posts and increase of 48 positions

National staff: increase of 36 positions

United Nations Volunteers: increase of 18 positions

195. The Integrated Support Services serves as the backbone for logistical support in a peacekeeping mission. To ensure effective, efficient, economic and timely use of limited logistics resources, it is important that these resources are consolidated, centrally controlled and used in an integrated manner according to the established priorities.

196. Following the earthquake, the magnitude, scope and level of responsibilities of the Office of the Chief have increased significantly with the expansion of the Mission's mandate to include support to various United Nations agencies, funds and programmes, the increase in the strength of military, police and civilian personnel and the establishment of a new Integrated Mission Headquarters and a Regional Headquarters in Léogâne, the upgrade of the regional office in Jacmel to a major regional headquarters and the establishment of the Liaison and Support Centre in Santo Domingo. To meet the additional requirements of ensuring timely and appropriate decision-making in an integrated support infrastructure in the aftermath of the earthquake, it is proposed that temporary positions be established for the Chief of Integrated Support Services (D-1) and the Chief of the Contingent-owned Equipment Unit (P-4).

197. A temporary position for an Administrative Assistant (Field Service) is proposed to strengthen the capacity of the Office of the Chief in carrying out administrative and budgetary functions resulting from the expanded level and scope of support services in the Mission area. The incumbent would report directly to the Chief of Integrated Support Services and would be responsible for administrative, personnel and budgetary functions, which include reviewing and monitoring budgetary expenditures, drafting correspondence and administering staffing issues. The incumbent would also administer staff selection and recruitment processes, prepare and organize interview panels, draft interview reports and prepare recruitment database and recommendations for submission to the Central Review Bodies in the field.

198. Given the increased responsibilities of the Office, it would be necessary to develop greater coordination and management of inspection teams and support sections. Accordingly, it is proposed that a temporary position for a Contingent-owned Equipment Officer (P-3) be established to rationalize the levels of responsibility currently undertaken by team leaders in the Field Service category. The incumbent would be primarily responsible for the day-to-day management of inspection teams, the planning of operations and the scheduling and coordination between the teams and interacting and coordinating with support sections. The incumbent would assume the responsibility of analysing inspections, providing inputs on contingent-owned equipment and, together with the Chief of the Unit, developing the strategic direction and requirements of the Unit. The Military Coordinator will assume control over the military contingent battalions while the Police Coordinator will assume responsibility for all formed police personnel and some of the small military support units.

199. Two temporary positions for Contingent-Owned Equipment Assistants (Field Service) are proposed to coordinate team inspections, taking into account the increase in the authorized strength of military and formed police personnel and the increased frequency of inspections, which results in increased requirements for the generation of reports and records management.

200. The Contingent-Owned Equipment Unit is also responsible for closely monitoring and reporting on budget implementation and performance. In this regard, a temporary position for a Budget Officer (United Nations Volunteer) is proposed to monitor budget implementation, performance and projections, and to formulate the Unit's budgetary requirements, taking into account the increased resource requirements related to the deployment of additional troops and formed police personnel.

201. The catastrophic events following the earthquake have resulted in the expansion of all operations of the Mission and its mandated activities. Accordingly, the expansion of the Joint Logistics Operations Centre would be required to provide the necessary levels of support for the establishment of: (a) a new integrated Mission headquarters; (b) a regional headquarters in Santo Domingo and Léogâne; (c) the upgrade of the office in Jacmel to a major regional location; (d) the extension of support to United Nations agencies, funds and programmes and to the Government of Haiti in support of humanitarian efforts for relief and recovery; and (e) the increase in strength of military and police personnel.

202. The new structure of the subregions supported by the Joint Logistics Operations Centre in Port-au-Prince would require a higher level of supervision and responsibility in order to fully serve the Mission's expansion, provide all levels of mission support to the military, police and substantive components, and have sufficient capacity to expeditiously react to evolving operational requirements and military/police deployments, while providing continued support to ongoing humanitarian activities. Accordingly, it is proposed that a temporary position for the Chief of the Joint Logistics Operations Centre (P-5) be established.

203. The Planning Unit of the Joint Logistics Operations Centre has taken on the responsibility of supporting not only those issues related to integrated support services, such as deployments, relocation, repatriations and associated plans and reconnaissance, but also issues related to the development of long-term Mission-wide plans, which are in-depth and time sensitive and often driven by immediate changes and ongoing developments. Accordingly, additional staffing would be required owing to the need for a higher level of oversight and supervision in order to ensure continuity and the flexibility to react to the Mission's needs while simultaneously forecasting against the Mission implementation plan and the Mission support strategy. In this regard, it is proposed that a temporary position for the Chief Planning Officer (P-4) be established. To augment the capacity of the Unit, an additional temporary position for a Planning Officer (P-3) is proposed to perform all planning functions associated with long-term, in-depth and time-sensitive plans in the mission area.

204. In addition, three temporary positions for Information and Reporting Officers (P-3) are proposed to increase the capacity of the Centre to provide the proposed Director of Mission Support and the Chief of Integrated Support Services with the most up-to-date information on the Mission's critical capabilities. It is essential to maintain these positions at this level, bearing in mind the expansion of the Centre,

the regional reinforcement and the increase in authorized strength of military and police components. The related increase in the Mission's capacity and requirements will fuel the heightened need for real-time information.

205. Léogâne, located at the epicentre of the January 2010 earthquake, was the site of massive destruction. The large-scale humanitarian efforts undertaken in this area require that a new regional office be established immediately. In order to coordinate the considerable support role of the Mission to the humanitarian relief efforts, assistance to the Government of Haiti (rule of law; safety and security; and institution-building) and support to formerly independent organizations involved in the humanitarian relief efforts, it is proposed that a temporary position for a Humanitarian Officer (P-3) be established for the regional office of the Centre.

206. Similarly, in Les Cayes, it will be necessary to coordinate the Mission's extensive support role to the humanitarian relief efforts, assistance to the Government of Haiti (rule of law; safety and security; and institution-building) and support to formerly independent organizations involved in the humanitarian relief effort. In this regard, a temporary position of a Humanitarian Officer (P-3) is also proposed.

207. In addition, five temporary positions for Logistics Assistants (Field Services) would be necessary in order to shift from the previous support structure of three administrative regions serving subregions to 10 fully staffed and capable regions supported by the Centre in Port-au-Prince. This new structure will create the necessary staffing capacity to fully support the Mission's expansion, providing all levels of support to the military, police and substantive components, and enabling its ability to react to evolving operational requirements, military/police deployments and continuing support to the ongoing humanitarian efforts. The establishment of the positions for five Logistics Assistants (Field Service) would be required to respond to the immediate needs of the respective regions in Port-de-Paix, Miragôane, Fort Libérté, Hinche and Jacmel.

208. One temporary position is also proposed for an Administrative Assistant (Field Service) to be assigned to the Chief of the Centre in order to support its administrative work.

209. Requirements for the movement of passengers and cargo have significantly increased the workload of the Movement Control Section, as a result of the increase in the force strength to 8,940 military and 4,391 police personnel, the establishment of new regional offices in Santo Domingo and Léogâne, the expansion of the regional office in Jacmel, the integration of United Nations agencies and increased logistical support to the Government of Haiti. To ensure the continued provision of safe and efficient services and, considering the sensitivity and high-risk nature of air transportation, a temporary position for a Movement Control Officer (P-3) is proposed to assist in the oversight and management of movement control activities.

210. In addition, it is proposed that a temporary position for a Budget Assistant (Field Service) be established to strengthen the administrative and budgetary capacity (currently staffed by one national staff) of the Section, in view of the expanded scale and scope of movement control operations in the Mission. The incumbent would be reporting directly to the Chief Movement Control Officer and would be responsible for administrative, personnel and budgetary functions, including the administration of staffing issues.

211. As a direct result of the increased force strength of the Mission, the establishment of new regional offices in Santo Domingo and Léogâne and the expansion of the regional office in Jacmel, five temporary positions for Movement Control Assistants (national General Service) are proposed to ensure continuous coverage of services and the safe and efficient processing of passenger requirements.

212. As a result of the expansion of four regional offices in Hinche, Jacmel, Port-de-Paix and Port-au-Prince, the deployment of formed police personnel and the integration of United Nations agencies, it is proposed that four Movement Control Assistants (United Nations Volunteers) be established to undertake movement control functions in the regions, including processing requests for passengers and cargo movements; booking, manifesting, boarding/disembarking passengers and loading/offloading baggage; ensuring that the safety standards set by the International Air Transport Association (IATA) are complied with; and inspecting and documenting Dangerous Goods cargo. The existing staffing structure provides for only one national staff to support the functions, which is insufficient to cover mandated activities.

213. The Engineering Section provides technical support to MINUSTAH premises and military and police deployments within the Mission area. To adequately support the expanded requirements of the Mission, additional temporary positions are proposed to enable the Section to successfully conduct technical support to main region Port-au-Prince, the 10 regional offices in Cap-Haïtien, Jérémie, Les Cayes, Gonaïves, Port-de-Paix, Jacmel, Miragoâne, Léogâne, Fort Liberté and Hinche, as well as the Liaison and Support Centre in Santo Domingo.

214. Tasks related to the maintenance and implementation of engineering projects are currently performed by individual contractors and as a result, it is proposed to establish additional temporary positions for the skilled functions required to adequately support all ongoing projects. In addition, it has been determined that a total of 82 major critical engineering projects would have to be completed within the stipulated timeframes, in accordance with the mandated activities of the Mission.

215. Following the earthquake, the volume, scope and level of engineering tasks have increased in all areas: residential accommodation and office space for new military and police personnel; office space for new civilian personnel; construction of new offices for sections that used to be housed in the Christopher Hotel; renovation of MINUSTAH premises damaged or destroyed by the earthquake; a 250-man accommodation camp; 82 major engineering projects; construction of a new United Nations House; and provision of support to the Government of Haiti for all technical issues, as well as the forthcoming elections. In this regard, it is proposed to establish a temporary position for a Chief Engineer at the P-5 level.

216. A temporary position for a Civil Engineer at the P-4 level is also proposed. The incumbent of the position would review and provide advice on the planning, design, construction and maintenance of the re-establishment of the Mission, under the supervision of the Chief Engineer. He or she would evaluate and review project documents and analyse design specifications that are included in project proposals for accuracy, soundness, feasibility and proper costing, and make recommendations to resolve engineering problems. The incumbent would also develop strategies and workplans to ensure the effective integration of engineering activities.

217. In addition, it is proposed to establish three temporary positions at the P-3 level for: (a) a Civil Engineer, who would conduct inspections, provide technical advice and oversee the areas of engineering support; (b) an Electrical Engineer, who would manage the preparation of drawings for all electrical connections in new or existing MINUSTAH premises and monitor electrical support in the Mission area; and (c) an Architect, who would conduct the review and inspection of the plan and design specifications for projects.

218. At present, the staff of the Geographical Information System (GIS) Unit comprises a Chief of the Unit and two GIS Specialists (United Nations Volunteers). The Unit has been experiencing difficulties in responding to operational requirements for the provision of suitable GIS services and is unable to proactively collect and disseminate GIS data in an efficient and timely manner against increased requirements for such data. In response to increased requirements for geospatial information and maps on the ground, as well as the need to collect and update information based on the situation on the ground, it is proposed to establish a post for an Associate Information Officer at the P-2 level. The aftermath of the earthquake has also resulted in a significant increase in requirements for geospatial services.

219. In addition, it is proposed to establish four temporary positions of Engineering Technician (Field Service). Two Engineering Technicians would be required in Port-au-Prince to function as supervisors in support of new projects, while the other two would be assigned in Gonaïves and Les Cayes owing to the expansion of engineering projects in the regions.

220. The establishment of a temporary position for a Budget Officer (Field Service) is also proposed. The incumbent of the position would oversee the functions of the Budget and Administrative Unit of the Engineering Section, under the direct supervision of the Chief Engineer. He or she would be responsible for managing and supervising the activities of the Unit and for ensuring the completion of reporting requirements.

221. The earthquake resulted in the loss of and damage to a high number of engineering assets. Therefore, the Engineering Section had to replace and purchase additional assets and materials in order to be able to provide the necessary technical support to the Mission. Currently, the value of assets and materials in the Engineering Section are estimated at $58 million. In this regard, it is proposed to establish a post of Material and Asset Assistant (Field Service). The incumbent of the post would assist in responding to the increased workload related to write-off actions and the codification of assets in the Material and Asset Management Unit of the Section.

222. With the opening of a new regional headquarters in Jacmel, it is proposed to establish two temporary positions of Engineering Assistant (Field Service). The incumbents of the positions would coordinate and implement new projects within the Mission area. They would also organize construction sites and supervise all works carried out by building teams or external contractors in Port-au-Prince.

223. In addition, a temporary position for a GIS System Administrator (Field Service) would be required in the light of the large number of damaged roads and United Nations facilities and other infrastructures that require further evaluation and validation. In order to complete the attribution, validation and production of maps,

all resources of the GIS Unit would need to be mobilized. In addition, the GIS Unit would also need to undertake day-to-day field operations to prepare large-scale city maps, as well as maps of airfields, camps for internally displaced persons, military and police deployments in addition to other thematic maps. The provision of GIS services is also required to support the increase in the authorized strength of the military and police personnel who would be deployed in Port-au-Prince to support the maintenance of a secure environment during the upcoming elections.

224. It is proposed that three temporary positions of Engineer (National Officer) be established. The incumbents of the positions would supervise major tasks in new construction projects of the Mission. A Design Engineer would provide support related to the planning, design and cost estimates of projects, while two Civil Engineers would assist in supervising major construction projects.

225. It is proposed to establish 10 temporary Engineering Assistant positions (national General Service). The incumbents of the positions would be responsible for assisting in the supervision of ongoing construction, rehabilitation and maintenance works in Port-au-Prince and Santo Domingo, as well as other locations. One Laboratory Technician and one Water/Wastewater Plant Technician (both national General Service) would perform water analyses and verify/monitor operational parameters in the plant.

226. In addition, it is proposed to establish six temporary Construction Supervisor positions (United Nations Volunteers). The incumbents of the positions would supervise ongoing construction projects in Port-au-Prince and Léogâne. They would also be in charge of AutoCAD design, produce new maps and update the Galileo system on assets and materials in the region.

227. Following the earthquake, the Communications and Information Technology Section undertook a detailed review of the expanded volume and scope of responsibility that falls under the purview of the Chief of the Section and Unit Chiefs. Accordingly, it is proposed to temporarily abolish two existing posts of Communications Officer (P-3) and Information Technology Officer (P-3) for the duration of the surge period and, in lieu of those two posts, that two temporary positions be established for the Chief of the Section (P-5) and the Chief Communications and Information Technology Officer (P-4), taking into account: (a) the establishment of a new Integrated Mission Headquarters and regional headquarters in Santo Domingo and Léogâne; (b) the extension of assistance to United Nations agencies and the Government of Haiti in support of humanitarian efforts for relief and recovery; and (c) the increase in the authorized strength of military, police and civilian personnel.

228. With the establishment of the Santo Domingo Liaison and Support Centre, the Section would be required to provide prompt, consistent and continuous support to meet the communications and information technology requirements of the Centre. To ensure the provision of efficient and timely services to MINUSTAH staff and to ensure adequate accountability for United Nations-owned equipment and improved control on the movement and efficient usage of United Nations communications and information technology equipment and related supplies, the Section would be required to establish and maintain a warehouse in Santo Domingo. In this regard, it is proposed to establish a temporary position of Material and Assets Assistant (United Nations Volunteer). The incumbent of the position would assist in the operations of the warehouse.

229. With approximately 200 personnel in the Santo Domingo Liaison and Support Centre, support for in-house telephone billing would be required as the Centre is in a different billing cluster, with no remote access to enable the monitoring of telephone usage from Port-au-Prince. As such, the Section would need additional capacity for telephone billing and, in this regard, it is proposed to establish a temporary position of Telephone Billing Assistant (United Nations Volunteer). The incumbent of the position would perform the following functions: (a) processing of telephone and mobile/cell phone invoices for certification and settlement; (b) maintenance and recording of invoices and payments to ensure accuracy and completeness of documents for telephone accounts; (c) preparation and distribution of itemized monthly reports on telephone usage; and (d) the verification and reconciliation of billing statements to ensure compliance with prevailing instructions and procedures.

230. In the Transport Section, it is proposed to establish a temporary position of Transport Officer at the P-4 level. The incumbent of the position would be responsible for performing a broad range of administrative, budgetary and finance-related functions in support of the requirements of the Section. As such, he or she would be required to have knowledge and experience with the Financial Regulations and Rules of the United Nations as well as the Staff Regulations and Rules in order to advise the Chief Transport Officer on a wide range of policy issues related to administration, human resources and finance. In addition, the incumbent would perform direct coordination functions for the regional transport offices. In addition, it is also proposed to establish a temporary position of Transport Officer at the P-3 level. The incumbent of the position would be required to coordinate the activities of the fleet operations pillar of the Section in line with the structure of a large transport operation.

231. The establishment of a temporary position of Stores and Supplies Manager (Field Service) is also proposed, taking into account the expansion of the vehicle fleet of the Mission, as a result of the increase in the strength of military, police and civilian personnel. The functions of the position would entail significant financial and administrative responsibilities, as the incumbent would be required to oversee and manage the annual budget of the Section, amounting to over $3 million for spare parts and supplies. He or she would also be responsible for ensuring the timely acquisition of spare parts to ensure their availability for the maintenance of the vehicle fleet.

232. In addition, it is proposed that a temporary position for a Fleet Maintenance Manager (Field Service) be established. The incumbent of the position would be responsible for the overall management of the repair and maintenance of the Mission's vehicle fleet. The capacity of the Section to support the maintenance of the vehicle fleet would need to be strengthened, taking into account the expansion of the vehicle fleet. The functions of the position carry significant responsibilities related to administrative, financial and safety issues.

233. Furthermore, it is proposed to establish a temporary position of Transport Assistant (Field Service) in the Vehicle Inventory Unit. The functions of the position would include: (a) ensuring that the maintenance of the Mission's vehicle inventory database is up to date; (b) conducting vehicle utilization surveys on a regular basis; and (c) assisting with the receipt, inspection and issuance of vehicles. The incumbent of the position would also perform administrative tasks, provide

decision-making support to the Supervisor of the Unit and provide continuity to the Unit during the absence of the Supervisor of the Unit.

234. The establishment of a temporary position of Regional Transport Assistant (Field Service) is also proposed. Taking into account the establishment of regional headquarters in the Mission area, the incumbent of the position would act as the representative of the Chief Transport Officer in overseeing and monitoring vehicle repair and maintenance operations in the regions. He or she would also be responsible for ensuring that vehicles are repaired and maintained in accordance with manufacturers' specifications and that vehicles are utilized in accordance with established guidelines.

235. It is also proposed to establish three temporary positions of Vehicle Mechanic (United Nations Volunteers). The incumbents of the positions would provide support for vehicle maintenance and spare parts and inventory control the regional offices. The incumbents would strengthen the capacity of the Section to provide support to existing staff whose functions relate to: the conduct of tests for quality control and assurance; the receipt, inspection and issuance of spare parts; and the maintenance of up-to-date databases on vehicles and spare parts.

236. It is proposed to establish 10 temporary positions of Vehicle Mechanic (national General Service), with the aim of reducing reliance on individual contractors for the repair and maintenance of the Mission's vehicles. The ageing of vehicles, coupled with their deterioration owing to poor road conditions, has resulted in increased requirements for vehicle repairs, and while the Mission has entered into related service contracts with a few local vendors, the repair and maintenance services have not been delivered in an efficient and timely manner.

237. The Supply Section undertook a review of the impact of the expansion of the Mission, in the aftermath of the earthquake in January 2010, on the scope of responsibilities that fall under the purview of the Section. Taking into account: (a) the establishment of a new integrated mission headquarters, regional offices in Santo Domingo and Léogâne and the upgrade of the office in Jacmel to a major regional location; (b) the extension of support to United Nations agencies and to the Government of Haiti in support of humanitarian efforts for relief and recovery; (c) the increase in the strength of military and police personnel in accordance with Security Council resolutions 1908 (2010) and 1927 (2010); (d) the proposed increase in the number of civilian personnel; and (e) the shift in contractual arrangements related to the implementation of a turnkey contract for the provision of fuel in 2010/11, it is proposed to establish a temporary position of Chief Supply Officer at the P-5 level. In addition, it is proposed that two existing posts of Supply Officer at the P-3 level be temporarily abolished for the duration of the surge period and, in lieu of those posts, that two temporary positions be established at the P-4 level for the Chief of the Rations Unit and the Chief of the Fuel Unit.

238. A temporary position of Chief Supply Officer at the P-5 level would be required. The functions of the position would be to oversee and supervise the functions of the General Stores Unit and the Rations and Fuel Units, and to coordinate activities between the Mission and United Nations Headquarters and, as applicable, with United Nations agencies, funds and programmes and other organizations in order to establish priorities and develop comprehensive supply support plans throughout the Mission area. The incumbent of the position would: initiate and oversee periodic reviews of policies, practices and directives to ensure

the implementation of best practices in supply issues, standards and procedures; liaise with the Contracts Management Unit in the resolution of disputes related to contract implementation; develop the business plans of the Section and monitor the implementation of the workplans of individual units.

239. In addition, it is proposed to establish a temporary position of Chief of the Fuel Unit at the P-4 level. The incumbent of the position would be responsible for the planning and implementation of operational plans and concepts related to the provision of fuel throughout the Mission area. He or she would provide specialized technical and logistical advice to the Chief Supply Officer on matters related to fuel logistics management and operating procedures for field fuel support.

240. The incumbent of the proposed position of Chief of the Rations Unit would be responsible for: planning and implementing the rations supply programme of the Mission, and ensuring the adequate provision of fresh rations, water and emergency ration packs to military contingent personnel and formed police personnel deployed throughout the Mission area. He or she would oversee the day-to-day operations of the Rations Unit, ensure food safety at the contractor level through the conduct of a regular inspection programme, advise contingent commanders on food safety through the conduct of regular training and monitoring programmes, monitor and ensure the compliance by the contractor with contracts, and ensure that contractors provide the best quality food and that rations are delivered within specified timeframes.

241. The Rations Unit would continue to operate from Port-au-Prince, taking into account that military contingent personnel and formed police personnel who are provided with rations are primarily deployed in the Port-au-Prince area. In the light of the increase in the authorized strength of military and police personnel, it is proposed to establish two temporary positions of Quality Assurance Assistant (1 Field Service, 1 national General Service) and two temporary positions of Rations Assistant (national General Service) to augment the capacity of the Unit to respond to the increase in the volume of the workload of the Unit.

242. The incumbents of the two Quality Assurance Assistant positions would conduct quality inspections of fresh, frozen and dry rations for approximately 8,000 troops to ensure that products meet the standards stipulated in the rations contracts, prior to their distribution to the contingents. In addition, two Rations Assistants (national General Service) would ensure the adequate provision of fresh rations and water to military contingent personnel and formed police personnel, as well as the timely delivery of potable water to the different offices of the Mission.

243. The establishment of a regional headquarters in Léogâne and the upgrade of the office in Jacmel to a regional headquarters necessitate the maintenance of warehouse facilities in both locations. In this regard, it is proposed to establish two temporary positions of Supply Assistant (United Nations Volunteers), one to be based in Léogâne and the other in Jacmel. The incumbents of the Supply Assistant positions would be responsible for the receipt, storage, maintenance, security and issuance of stocks to regional personnel. They would provide overall supervision of the regional warehouses, which include safeguarding all supply items and ensure that the recording and documentation of all transactions is accurate. The incumbents would also assist in various warehouse operations, including the receipt and inspection of new equipment and supplies.

244. The Supply Section has established and maintains warehouses in Cap-Haïtien, Gonaïves and Les Cayes in order to ensure the efficient and timely provision of supplies to the regional offices and to enhance control over the movement and utilization of supplies outside of Port-au-Prince. The establishment of the regional warehouses is deemed necessary owing to: the poor road infrastructure; periods of inclement weather; and the need to minimize the requirement for convoys under military escort, owing to the fragile security situation in the Mission area.

245. The three regional offices are currently operating with one Supply Officer and are supported by one Supply Assistant. With the increased demand for logistics support in the field resulting from the deployment of additional military contingent personnel, formed police personnel and support staff to the three regions, it is proposed that the capacity of the General Supply Unit be strengthened through the establishment of three temporary positions of Supply Assistant (national General Service), one of which would be based in each of the three regions.

246. With the establishment of the Liaison and Support Centre in the MINUSTAH Office in Santo Domingo, in which approximately 200 staff of the Mission's support component would be located, it is proposed to establish a temporary position of Supply Assistant (Field Service). The incumbent of the position would oversee the overall functioning of the supply operations in the Dominican Republic. He or she would liaise with relevant counterparts in the Support Centre to ensure that supply requirements are provided in a timely manner.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	Expenditure (2008/09)	Apportionment (2009/10)	Cost estimates (2010/11)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	—	—	—	—	—
Military contingents	192 795.7	221 272.7	244 075.2	22 802.5	10.3
United Nations police	54 145.2	63 969.2	78 460.0	14 490.8	22.7
Formed police units	33 530.2	56 153.7	78 098.9	21 945.2	39.1
Subtotal	**280 471.1**	**341 395.6**	**400 634.1**	**59 238.5**	**17.4**
Civilian personnel					
International staff	87 639.5	101 360.4	83 792.4	(17 568.0)	(17.3)
National staff	27 372.7	33 904.4	34 309.7	405.3	1.2
United Nations Volunteers	9 919.5	15 371.8	13 720.6	(1 651.2)	(10.7)
General temporary assistance	3 477.6	4 770.5	31 675.9	26 905.4	564.0
Subtotal	**128 409.3**	**155 407.1**	**163 498.6**	**8 091.5**	**5.2**
Operational costs					
Government-provided personnel	885.1	1 451.1	4 635.0	3 183.9	219.4
Civilian electoral observers	—	—	—	—	—
Consultants	207.1	214.9	655.9	441.0	205.2
Official travel	1 474.8	4 101.7	8 563.1	4 461.4	108.8
Facilities and infrastructure	76 879.2	107 206.2	138 307.3	31 101.1	29.0
Ground transportation	12 159.6	15 526.8	26 672.0	11 145.2	71.8
Air transportation	25 595.7	30 648.6	29 998.3	(650.3)	(2.1)
Naval transportation	466.5	1 316.4	1 140.2	(176.2)	(13.4)
Communications	24 064.9	29 599.3	34 479.4	4 880.1	16.5
Information technology	7 051.4	10 504.3	11 743.7	1 239.4	11.8
Medical	6 576.8	8 221.6	9 426.8	1 205.2	14.7
Special equipment	2 870.3	3 754.7	4 700.4	945.7	25.2
Other supplies, services and equipment	5 291.7	20 044.7	23 358.4	3 313.7	16.5
Quick-impact projects	1 998.2	3 000.0	7 500.0	4 500.0	150.0
Subtotal	**165 521.3**	**235 590.3**	**301 180.5**	**65 590.2**	**27.8**
Gross requirements	**574 401.7**	**732 393.0**	**865 313.2**	**132 920.2**	**18.1**
Staff assessment income	13 289.6	14 067.3	18 022.8	3 955.5	28.1
Net requirements	**561 112.1**	**718 325.7**	**847 290.4**	**128 964.7**	**18.0**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**574 401.7**	**732 393.0**	**865 313.2**	**132 920.2**	**18.1**

B. Non-budgeted contributions

247. The estimated value of non-budgeted contributions for the period from 1 July 2010 to 30 June 2011 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	4 121.0
Voluntary contributions in kind (non-budgeted)	—
Total	**4 121.0**

[a] Estimated rental value of Government-provided land and premises.

C. Efficiency gains

248. The cost estimates for the period from 1 July 2010 to 30 June 2011 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Communications spare parts	193.1	Enhanced preventive maintenance measures standardization of ICT infrastructure, use of warranty services and the replacement of aged and technologically obsolete equipment would result in a reduction in requirements for communications spare parts from 3.5 per cent of total inventory value in 2009/10 to 3 per cent of estimated total inventory value in 2010/11
Commercial communications	120.0	The expansion of microwave backbone coverage throughout the country would result in a reduction in the costs for Internet services from $840,000 in 2009/10 to $720,000 in 2010/11. In addition, contractual arrangements with the local cellular service provider will continue to allow free calls among the MINUSTAH closed user group
Total	**313.1**	

D. Vacancy factors

249. The cost estimates for the period from 1 July 2010 to 30 June 2011 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2008/09*	*Budgeted 2009/10*	*Projected 2010/11*
Military and police personnel			
Military contingents	—	—	1
United Nations police	6	4	6
Formed police units	3	—	5
Civilian personnel			
International staff	10	9	14
National staff			
National Officers	6	7	6
National General Service staff	3	2	6
United Nations Volunteers	10	10	8
Temporary positions[a]			
International staff	6	5	15
National Officers	8	5	6
National General Service staff	34	10	6
Government-provided personnel	(6)	—	16

[a] Funded under general temporary assistance.

250. For military and police personnel, the cost estimates for 2010/11 are premised on the full deployment of the additional military and police personnel by July 2010. However, based on recent deployment patterns, the cost estimates reflect the application of a 1 per cent delayed deployment factor for military contingents, a delayed deployment factor of 6 per cent for United Nations police, and a 5 per cent delayed deployment factor for formed police personnel.

251. For international staff, a vacancy factor of 14 per cent has been applied to the cost estimates, taking into account recent incumbency patterns, with the exception of international temporary positions, for which a vacancy factor of 15 per cent has been applied to the cost estimates. A vacancy factor of 6 per cent has applied to estimates for posts and temporary positions for National Officers and national General Service staff. The cost estimates for Government-provided personnel reflect the application of a 16 per cent vacancy factor, based on recent incumbency patterns.

E. Contingent-owned equipment: major equipment and self-sustainment

252. Requirements for the period from 1 July 2010 to 30 June 2011 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of $108,075,200 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	44 524.4
Formed police units	12 858.0
Subtotal	**57 382.4**
Self-sustainment	
Facilities and infrastructure	28 423.0
Communications	10 848.5
Medical	6 720.9
Special equipment	4 700.4
Subtotal	**50 692.8**
Total	**108 075.2**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.1	1 June 2004	—
Intensified operational condition factor	1.3	1 June 2004	—
Hostile action/forced abandonment factor	1.0	1 June 2004	—
B. Applicable to home country			
Incremental transportation factor	0.00-5.00		

F. Training

253. The estimated resource requirements for training for the period from 1 July 2010 to 30 June 2011 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	655.9
Official travel	
Official travel, training	968.1
Other supplies, services and equipment	
Training fees, supplies and services	519.1
Total	**2 143.1**

254. The number of participants planned for the period from 1 July 2010 to 30 June 2011, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2008/09	*Planned 2009/10*	*Proposed 2010/11*	*Actual 2008/09*	*Planned 2009/10*	*Proposed 2010/11*	*Actual 2008/09*	*Planned 2009/10*	*Proposed 2010/11*
Internal	242	675	1 345	330	719	2 034	341	358	1 018
External[a]	39	106	381	2	3	99	—	—	12
Total	**281**	**781**	**1 726**	**332**	**722**	**2 133**	**341**	**358**	**1 030**

[a] Includes the United Nations Logistics Base at Brindisi, Italy, and outside the Mission area.

255. The resource requirements for internal training are attributable mainly to a higher number of training workshops on fibre-optic cabling intended to equip technicians with up-to-date skills and knowledge on the design and installation of fibre-optic cables; monitoring and evaluation of community violence reduction to ensure the successful implementation of related programmes; technical training for radio journalists to upgrade skills on the identification of the essential elements of news or feature stories, improving reportorial balance, developing interviewing techniques, writing and editing for broadcast to specific time requirements, and developing animation techniques; and increased requirements for language courses and security-related training.

256. The resource requirements for external training relate mainly to the participation by Mission personnel in training activities in various locations outside the Mission area in the areas of aviation safety and air operations; civil affairs; communications and information technology; engineering; conduct and discipline; general services; joint mission analysis; political affairs; security; supplies; transport; medical services; leadership management; and staff counselling.

G. Community violence reduction

257. The estimated resource requirements for community violence reduction for the period from 1 July 2010 to 30 June 2011 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Other services	9 000.0
Total	**9 000.0**

258. MINUSTAH expanded its community violence reduction programme after January 2010 to assist the communities affected by the earthquake and prevent the resurgence of violence in communities at risk. The occurrence of the earthquake worsened the existing vulnerabilities of impoverished communities and increased the levels of criminality, as a result of the escape of over 4,500 prisoners from the national prison and their return to their neighbourhoods of origin or to camps for

internally displaced persons. The need for the continuation of enhanced efforts to reduce community violence will therefore be required in 2010/11. The community violence reduction programme will address critical security needs and assist the Government in providing sustainable options for the displaced population and communities living in violence-prone areas.

259. It is proposed that resource requirements for community violence reduction programmes be continued at an expanded level, with $9 million proposed for 2010/11, compared with the original provision of $3.2 million (prior to the earthquake) and the revised provision of $14.2 million (after the earthquake) during 2009/10. During the 2010/11 period, community violence reduction programmes will focus on activities leading to the November 2010 elections and the inauguration of a new President in February 2011. It is currently projected that violence reduction activities would scale down thereafter, to again focus on the at-risk communities that were the primary target of the programmes before the earthquake.

260. During 2010/11, the Mission plans to implement labour-intensive and income-generating projects for 42,000 at-risk children, men and women, professional skills training projects for 960 prison inmates and children, small-enterprise start-up and apprenticeship placement projects for 468 children and women, and a legal aid project for the establishment of a team of 12 lawyers that would focus on prolonged prison detention, gender-based violence and child protection. In addition, the Mission will conduct public outreach and information campaigns on violence reduction and social mobilization, needs assessment and restitution events with targeted communities and provide support to the Haitian National Police on the consolidation of the weapons registry.

H. Quick-impact projects

261. The estimated resource requirements for quick-impact projects for the period from 1 July 2010 to 30 June 2011, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2008 to 30 June 2009 (actual)	1 998.2	128
1 July 2009 to 30 June 2010 (approved)	3 000.0	143
1 July 2010 to 30 June 2011 (proposed)	7 500.0	190

262. The aftermath of the earthquake heightened the need for the expeditious implementation of highly effective and visible labour-intensive projects that helped create jobs and deliver basic social services.

263. Quick-impact projects have proven to be cost effective in addressing gaps in recovery activities and in generating economic opportunities for displaced persons. The need for enhanced assistance to the Government through the implementation of quick-impact projects will continue to be required until additional voluntary contributions to Haiti by donors, through the Interim Haiti Recovery Commission and the United Nations country team, are made available. Two additional priorities of quick-impact projects during 2010/11 include the strengthening of institutional

capacity for reconstruction at the national and local levels and the immediate implementation of the Government action plan for national recovery and development in the areas of institutional and territorial rebuilding.

264. The proposed estimate of $7.5 million for 2010/11 would provide for the implementation of 190 quick-impact projects, comprising infrastructure and delivery of basic services (110 projects), livelihood and job creation (50 projects) and training and capacity-building (30 projects). In cases where projects require additional funding for their completion, co-financing will be sought from other sources, including the multi-donor trust fund, the Haiti Reconstruction Fund. Proposals for quick-impact projects will be reviewed and approved, after consultation with the Government, the United Nations country team and donors, in order to identify gaps in recovery activities and to prevent duplication of efforts.

I. Temporary logistical and technical expert support to the Government of Haiti

265. The earthquake seriously affected the capacity of the State, weakening institutions that are central to stability. Approximately one third of the country's 60,000 civil servants perished, and many government buildings were destroyed or sustained significant damage, including the National Palace, the Supreme Court, the Courthouse, the Parliament, the major courts, police stations and prisons, and all except one Ministry building. The functioning of affected offices and institutions ceased completely, while other offices resumed operations under dire conditions, including under tents with limited access to electricity and telephone services, or in buildings that had not been affected by the earthquake, which resulted in overcrowding. Rebuilding the State infrastructure will take time, as the main priority for the 2010/11 period is to provide assistance to the Government for the continued operation of key State institutions until alternative premises and basic equipment are made available.

266. In his report of 22 April 2010 to the Security Council (S/2010/200 and Corr.1), the Secretary-General recommended that MINUSTAH provide technical, operational and logistical assistance to support the Government of Haiti in continuing operations to build the capacity of its rule of law institutions at the national and local level and to speed up the implementation of the Government's resettlement strategy for displaced persons. By its resolution 1927 (2010), the Security Council encouraged MINUSTAH to provide logistical support and technical expertise to the Government of Haiti, in the knowledge that these measures would be temporary and would be phased out as Haitian national capacity grows. By its resolution 1944 (2010), the Council welcomed the steps taken by MINUSTAH to provide logistical and technical expertise to assist the Government of Haiti, as requested, to continue operations to build the capacity of its rule of law institutions at the national level and to speed up the implementation of the Government's resettlement strategy for displaced persons.

267. The proposed staffing for 2010/11 takes into consideration the provision of technical expertise to the Government of Haiti. With regard to the provision of logistical support, it is proposed to provide the Government with prefabricated containers and basic office equipment to enable the Ministry of Justice and Public

Security, key judicial and corrections institutions and the Haitian National Police to continue operations and provide basic services.

268. The logistical support provided by the Mission will enable the Haitian National Police to establish 16 command centres that are especially equipped to assist victims of sexual and gender-based violence in camps for internally displaced persons and crime-prone areas. Logistical support will be provided to increase the capacity of the Haitian National Police brigade for the protection of minors to respond to child rights violations, particularly in areas affected by displacement, and to strengthen the capacity of the forensic police to conduct criminal investigations. Judicial institutions will receive limited logistical support for the establishment of 10 hearing rooms and 10 relay justice stations to provide access to justice for vulnerable groups in areas affected by the earthquake. The Mission will also provide 21 emergency offices to accommodate staff from the Ministry of Justice and Public Security, the Magistrate's School and corrections institutions.

269. To support the Government in expediting the resettlement of displaced persons, the Mission will provide prefabricated containers and office equipment to 30 local State institutions affected by the Government's resettlement strategy. Capacity-building for local officials will be provided through training on planning, project management, budget and performance measurement.

III. Analysis of variances[1]

Reference

The present section describes the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent, or $100,000.

	Variance	
Military contingents	$22 802.5	10.3%

- **Mandate: change in scale/scope of mandate**

270. The variance is attributable primarily to increased requirements resulting from the assumption of full deployment of the additional 2,000 military contingent personnel authorized by the Security Council in its resolution 1908 (2010) following the earthquake in January 2010. The cost estimates take into account a 1 per cent delayed deployment factor.

	Variance	
United Nations police	$14 490.8	22.7%

- **Mandate: change in scale/scope of mandate**

271. The variance is attributable primarily to requirements related to the deployment of 200 additional police officers, as authorized by the Security Council in its resolution 1927 (2010) as well as the assumption of full deployment of 1,151 United Nations police officers (excluding 100 corrections officers categorized as Government-provided personnel) previously authorized in accordance with Security Council resolution 1908 (2010) following the January 2010 earthquake. The cost estimates take into account a delayed deployment factor of 6 per cent.

	Variance	
Formed police units	$21 945.2	39.1%

- **Mandate: change in scale/scope of mandate**

272. The variance is attributable primarily to additional requirements related to the deployment of 480 additional formed police personnel, as authorized by the Security Council in its resolution 1927 (2010), and the assumption of full deployment of 2,460 formed police personnel, as previously authorized in Security Council resolution 1908 (2010) following the earthquake in January 2010.

	Variance	
International staff	($17 568.0)	(17.3%)

- **Cost parameters: exclusion of special measures related to the aftermath of the earthquake and application of a higher vacancy factor**

273. The variance is attributable to the exclusion of requirements for special measures provided in the 2009/10 period in the aftermath of the earthquake in January 2010, the proposed abolishment of eight international posts and the application of a vacancy factor of 14 per cent, compared with 9 per cent in the 2009/10 period. The variance is also attributable to the proposed deployment of 100 international posts in the Santo Domingo Liaison and Support Centre, in which entitlement to hazardous duty station allowance is not applicable. The cost estimates are based on the prevailing standard salary scale for Port-au-Prince.

	Variance	
National staff	$405.3	1.2%

- **Cost parameters: revision of national salary scales**

274. The variance is attributable primarily to additional requirements related to the application of national salary scales with effect from 1 October 2009 for the 2010/11 period, compared with the application of the national salary scales with effect from 1 March 2008 for the 2009/10 period. The cost estimates take into account the proposed net increase of two national staff posts and the application of a vacancy factor of 6 per cent for National Officers and national General Service staff, compared with the vacancy factors of 7 per cent and 2 per cent for National Officers and national General Service staff, respectively, for the 2009/10 period. However, the additional requirements were almost completely offset by the exclusion of special measures provided in the 2009/10 period in the aftermath of the earthquake in January 2010.

	Variance	
United Nations Volunteers	($1 651.2	(10.7%)

- **Cost parameters: exclusion of special measures related to the aftermath of the earthquake**

275. The variance is attributable primarily to the exclusion of special measures provided during the 2009/10 period in the aftermath of the earthquake, which more than offset additional requirements related to the deployment of 46 additional United Nations Volunteers on a temporary basis in support of the expansion of substantive, including electoral-related, and support activities. The estimates take into account a vacancy factor of 8 per cent.

	Variance	
General temporary assistance	$26 905.4	564.0%

- **Mandate: change in scale/scope of mandate**

276. The variance is attributable primarily to additional requirements related to the proposed establishment of a net total of 339 temporary positions, comprising 159 international, 55 National Officers and 125 national General Service positions, in connection with the increase in the strength of military and police personnel, as authorized by the Security Council in its resolutions 1908 (2010) and 1927 (2010). The cost estimates take into account vacancy factors of 15 per cent for international positions and 6 per cent for both categories of national positions. The cost estimates reflect the increase in temporary positions from a total of 104 (39 international and 65 national) in the 2009/10 period to a total of 443 (198 international and 245 national) in the 2010/11 period. The cost estimates for international positions are based on the prevailing standard salary scale for Port-au-Prince, while the cost estimates for national positions are based on national salary scales with effect from 1 October 2009.

	Variance	
Government-provided personnel	$3 183.9	219.4%

- **Mandate: change in scale/scope of mandate**

277. The variance is attributable primarily to additional requirements related to the assumption of full deployment of 100 Corrections Officers, as authorized by the Security Council in its resolutions 1908 (2010) and 1927 (2010) following the earthquake of January 2010.

	Variance	
Consultants	$441.0	205.2%

- **Management: additional inputs and outputs**

278. The variance is attributable mainly to increased requirements for training consultants in support of additional training for the upgrade of substantive and technical skills, as well as additional requirements for language training in French and Spanish, taking into account the relocation of support-related offices to the Santo Domingo Liaison and Support Centre.

	Variance	
Official travel	$4 461.4	108.8%

- **Management: additional inputs and same outputs**

279. The variance is attributable primarily to additional requirements for daily subsistence allowance for overnight stays related to within-Mission travel and for daily subsistence allowance for 100 international staff to be deployed to the Santo Domingo Liaison and Support Centre under temporary arrangements for the period from 1 July to 31 December 2010. The variance also takes into account the increased requirements for training-related travel.

	Variance	
Facilities and infrastructure	$31 101.1	29.0%

- **Management: additional inputs and outputs**

280. The variance results primarily from additional requirements for: (a) construction services, owing to the need to build new camps and offices following the earthquake, and for individual contractors; (b) standard reimbursements to troop- and formed police-contributing countries related to the assumption of the full deployment of 8,940 military contingent personnel and 2,940 formed police personnel, as authorized by the Security Council in its resolutions 1908 (2010) and 1927 (2010); (c) security services for additional residential and office premises throughout the Mission area; and (d) alteration and renovation services in support of the rehabilitation of all MINUSTAH premises affected by the earthquake.

	Variance	
Ground transportation	$11 145.2	71.8%

• Management: additional inputs and outputs

281. The additional requirements relate primarily to the acquisition of 280 additional vehicles and the replacement of 110 light vehicles resulting from the surge in operations following the earthquake.

	Variance	
Air transportation	($650.3)	(2.1%)

• Management: reduced inputs and same outputs

282. The variance is attributable primarily to the exclusion of requirements for weather stations and firefighting services, which were included in the 2009/10 period. The variance was offset in part by additional requirements for the rental and operation of four MI-8MTV rotary-wing aircraft to take into account the provisions under the renewal of the contract.

	Variance	
Naval transportation	($176.2)	(13.4%)

• Management: reduced inputs and same outputs

283. The variance is attributable primarily to reduced requirements for petrol, oil and lubricants, owing to lower fuel consumption rates for 16 contingent-owned patrol boats.

	Variance	
Communications	$4 880.1	16.5%

• Management: additional inputs and outputs

284. The additional requirements are attributable mainly to increased costs for: (a) public information services, in preparation for the upcoming presidential and legislative/senatorial elections; (b) the replacement of public information equipment damaged by the earthquake; and (c) communications support services, owing to the need to engage additional international contractual personnel to support the Mission's expanded communications infrastructure and additional locations. The additional requirements are offset in part by reduced requirements for the acquisition of communications equipment.

	Variance	
Information technology	$1 239.4	11.8%

• Management: additional inputs and outputs

285. The variance is attributable primarily to additional requirements for the services of international contractual personnel to support the Mission's expanded

information technology infrastructure, as well as the increased costs of spare parts and supplies.

	Variance	
Medical	$1 205.2	14.7%

- **Mandate: change in scale/scope of mandate**

286. The variance is attributable to additional requirements for: (a) standard reimbursements to troop- and formed police-contributing countries for self-sustainment in connection with the assumption of the full deployment of 8,940 military contingent personnel and 2,940 formed police personnel authorized by the Security Council in its resolutions 1908 (2010) and 1927 (2010); (b) medical supplies and services related to the proposed establishment of the net total of 386 temporary civilian positions; and (c) the provision of support to the United Nations country team.

	Variance	
Special equipment	$945.7	25.2%

- **Mandate: change in scale/scope of mandate**

287. The variance is attributable to additional requirements for standard reimbursements to troop- and formed police-contributing countries for self-sustainment in connection with the assumption of the full deployment of 8,940 military contingent personnel authorized by the Security Council in its resolution 1908 (2010) and of 2,940 formed police personnel authorized by the Security Council in its resolutions 1908 (2010) and 1927 (2010).

	Variance	
Other supplies, services and equipment	$3 313.7	16.5%

- **Management: additional inputs and outputs**

288. The variance is attributable primarily to additional requirements related to the implementation of community violence reduction programmes, as well as the provision of support to the Office of the Special Envoy for Haiti, to the Government of Haiti and to the Commission of Inquiry into the incident in Les Cayes prison on 19 January 2010.

IV. Actions to be taken by the General Assembly

289. **The actions to be taken by the General Assembly in connection with the financing of MINUSTAH are:**

(a) **Appropriation of the amount of $865,313,200 for the maintenance of the Mission for the 12-month period from 1 July 2010 to 30 June 2011, inclusive of the amount of $380 million previously authorized for the maintenance of the Mission for the period from 1 July to 31 December 2010, and in addition to the total amount of $23,041,700 previously appropriated under the terms of General Assembly resolution 64/278;**

(b) **Assessment of the amount of $30,716,300 for the period from 1 July to 15 October 2010, which represents the balance between the full amount of $252,383,000 and the amount of $221,666,700 already assessed for the same period under the terms of General Assembly resolution 64/278;**

(c) **Assessment of the amount of $454,596,900 for the period from 16 October 2010 to 30 June 2011, which represents the balance between the full amount of $612,930,200 and the amount of $158,333,300 already assessed for the period from 16 October to 31 December 2010 under the terms of General Assembly resolution 64/278.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 61/276 and 63/294, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

(Resolution 61/276)

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
Section II: budgeting and budget presentation	
When submitting future budget proposals and performance reports, include information on the most significant management decisions relating to the Mission's budget and its implementation, including those related to operational costs (para. 2).	The Mission's budget proposal and performance report include the resource planning assumptions, which incorporate related management decisions.
Budget submissions should reflect management improvements and efficiency gains to be achieved and present future strategies in that regard (para. 4).	Efficiency gains are reflected in the 2010/11 budget.
Take further steps towards improving budget assumptions and forecasts and report thereon to the General Assembly at the second part of its resumed sixty-second session (para. 5).	Prior to the start of the 2010/11 budget formulation process, a workshop was held for all stakeholders on results-based budgeting and the budget process. The workshop highlighted the budget process and requirements, taking into consideration the requests and recommendations from legislative bodies.
Improve control over obligations due to the significant increase in the cancellation of prior-period obligations (para. 6).	The Mission reviews all outstanding obligations on a regular (monthly) basis. At the end of each month, a report on all unliquidated obligations is distributed to all sections/cost centre managers and certifying officers for review and confirmation on the continuing validity of the obligations. Cost centre managers are instructed to liquidate obligations that are deemed no longer necessary, and only valid obligations are retained.
Section III: results-based budgeting	
Integrate operational, logistical and financial aspects fully in the planning phase of peacekeeping operations by linking results-based budgeting to the mandate implementation plans of peacekeeping operations (para. 2).	The 2010/11 budget reflects the integration of the mandate implementation plan and the results-based-budgeting frameworks.

Section VII: staffing, recruitment and vacancy rates

Make greater use of national staff, as appropriate, commensurate with the requirements of the Mission and its mandate (para. 3).	The Mission will continue to review its staffing requirements, functions and levels of posts in order to respond to the evolving mandate. In reviewing its staffing requirements, the Mission will continue to be guided by the mandate entrusted to it by the Security Council. The review of staffing requirements is an ongoing exercise to review current responsibilities and functions performed and to identify changes in functions and responsibilities resulting from evolving operational requirements.
Ensure that vacant posts are filled expeditiously (para. 4).	The Mission continues to make every effort to reduce its vacancy rates for international and national staff, including measures such as advertising in the local media and the official MINUSTAH website, to reach out to qualified and interested Haitian candidates. A Tiger Team is leading the recruitment effort and has been in place since early September 2010 to expedite the recruitment exercise.
Review the staffing structure of missions on an ongoing basis, bearing in mind, in particular, the Mission's mandate and concept of operations, and to reflect this in budget proposals, including full justification of any additional posts proposed (para. 5).	In the aftermath of the earthquake, the Mission has undertaken a comprehensive review of staffing under each component and by organization unit to ensure that the staffing establishment is commensurate with the volume and scope of the Mission's mandated tasks. The 2010/11 budget includes justifications for the proposed staffing changes.

Section IX: training

Provide professional development opportunities for national staff and fully include them in all relevant training programmes (para. 2).	The Mission recognizes the importance of professional development and capacity-building for national staff, and provides various training courses in the areas of information technology, writing skills, interviewing skills and other career development training, as well as language classes. In addition, national staff participate in specialized training externally and within their sections, on areas such as procurement, transport and security training. All managers were requested to provide professional development opportunities to all their national staff and fully include them in appropriate training programmes. The Mission has continuously monitored all external training courses submitted by the sections, taking into account the participation of national staff, where applicable. As a result, the number of national staff attending external training has increased since 2009/10.

Section XIII: air operations

Improve the formulation of resource requirements for air operations in budget submissions to make them more reflective of actual operations, bearing in mind the overbudgeting of air transportation requirements in some peacekeeping operations (para. 3).	Resource requirements under air transportation are formulated according to policies and priorities based on the existing mandate, taking into account cost-effectiveness and efficient utilization of assets.
When reviewing their transportation requirements, missions must take into account means that are efficient, cost-effective and responsive to their operational needs and that ensure the safety of their personnel and take fully into account the unique mandate, complexities, specificities and operational conditions of each mission (para. 4).	Four elements were taken into consideration in the formulation of air transportation requirements: (a) settings of fiscal targets, assets deployed in the Mission to support operational requirements; (b) priorities established by the mandate (Mission's humanitarian role, troop rotations and presidential elections); (c) allocation of resources in conformity with both policies and fiscal targets; and (d) addressing operational efficiency and performance issues.
Conduct aviation quality inspections and aviation assessments to confirm that established standards are being fully complied with (para. 6).	An aviation quality inspection and aviation assessments are carried out on a regular basis to ensure compliance with established standards.

Section XVIII: quick-impact projects

Quick-impact projects should be implemented with minimal or no overhead charges in order to ensure that the maximum amount is spent for the direct benefit of the local population (para. 5).	For external implementing partners, the maximum percentage allowed for coordination purposes is 5 per cent. For internal implementing partners, for example, military contingents, no overhead charges are applied.
Funding for quick-impact projects for the third year of a mission and beyond may be requested if there is a requirement for confidence-building activities, in which case a needs assessment should be conducted (para. 6).	The earthquake heightened the need for confidence-building activities. Quick-impact projects proved to be cost-effective in addressing gaps in recovery activities in areas related to institutional and territorial rebuilding, where the Mission has a clear comparative advantage, and in generating economic opportunities for displaced persons and those who had lost their jobs. The need for enhanced assistance to the Government and civil society through quick-impact projects will continue until other resources are available through voluntary contributions from donors to Haiti through the Interim Haiti Recovery Commission, the United Nations country team and other United Nations entities.
Coordination with humanitarian and development partners should be made in order to avoid duplication and overlap of activities between missions and humanitarian and development partners in the field (para. 7).	The composition of the Project Review Committee has been expanded to include other United Nations entities and international organizations in order to enhance coordination and to avoid duplication of efforts.

Mission budgets allocated for quick-impact projects should not be used to finance humanitarian and development activities already being carried out by United Nations agencies or other international organizations (para. 8).	Following the earthquake, on an exceptional basis, quick-impact projects were realigned and expanded with additional funding to address gaps in recovery activities, meet critical security needs, and generate economic opportunities for displaced persons and communities living in earthquake-affected and violence-prone areas. As the presence and implementing capacity of specialized United Nations agencies and other international organizations augmented, the use of quick-impact projects for this purpose was reduced. In addition, the composition of the Project Review Committee has been expanded to include other United Nations entities and international organizations in order to enhance coordination and to avoid duplication of efforts.
Section XX: regional coordination	
Develop and implement regional coordination plans aligned to the objectives of missions, keeping in mind the specific mandate of each mission (para. 2).	There is no other peacekeeping mission established in the Caribbean region. MINUSTAH has developed links with the United Nations country team in the Dominican Republic, with special focus on cross-border issues with Haiti. Coordination among the Mission, the United Nations country team and diplomatic and donor representatives in the Dominican Republic increased significantly after the earthquake in January 2010 with the establishment of the new Santo Domingo Liaison and Support Centre.
Section XXI: partnerships, country team coordination and integrated missions	
Provide, in the context of the budget submissions of complex integrated peacekeeping missions, a clear description of the role and responsibility of missions vis-à-vis integrated mission partners as well as the strategies of the missions for enhancing coordination and collaboration with United Nations country teams in order to achieve better results under relevant components (para. 2).	In June 2010, the Mission and the United Nations country team initiated the development of the Integrated Strategic Framework to articulate a joint vision, common strategic objectives and a clear division of roles and responsibilities. The Mission's expected accomplishments and planned outputs for the 2010/11 period drew on an earlier draft of the Integrated Strategic Framework, as well as the strategic guidance provided by Headquarters, the Mission's senior management and the United Nations country team at a joint retreat. Prior to the completion of the budget formulation process, the substantive sections of MINUSTAH and members of the country team established five joint working groups to articulate an Integrated Strategic Framework from July to December 2011 in the following five areas: institutional development; social development; economic development; territorial development; and enabling environment.

(Resolution 63/294)

Request to the Secretary-General	*Action taken to implement request/recommendation*
Ensure that proposed peacekeeping budgets are based on the relevant legislative mandate (para. 9).	The 2010/11 budget for MINUSTAH was developed based on the role, responsibilities and tasks mandated by the Security Council in its resolutions 1908 (2010), 1927 (2010) and 1944 (2010).
Strengthen the coordination between the Mission, the United Nations country team and other United Nations entities, including in addressing the root causes of unexpected emergencies, such as the unrest generated by the food crisis in Haiti (para. 18).	Since late January 2010, the Mission has worked with the Office for the Coordination of Humanitarian Affairs and the Government to coordinate and support relief efforts, provide technical assistance to identify and manage settlements for persons displaced by the earthquake. The Mission and the Office for the Coordination of Humanitarian Affairs established a Joint Operations and Tasking Center to act as a central planning and tasking facility in support of international relief and early recovery activities. In February, MINUSTAH and the United Nations country team developed a mechanism for integrated planning and coordination for the post-emergency phase. A joint senior integrated policy and planning body, the Integrated Strategic Planning Group, was established to provide strategic direction and maximize the impact of United Nations peace consolidation, relief and recovery efforts. The Integrated Strategic Planning Group replaced the Emergency Operations Management Committee, which was established in the immediate aftermath of the earthquake. The Mission and the United Nations country team also established a Joint Planning Unit to support senior managers in developing an Integrated Strategic Framework, articulating a shared vision of the United Nations strategic objectives, aligning planning processes, defining critical tasks, roles and responsibilities, as well as ensuring monitoring and evaluation.

B. Advisory Committee on Administrative and Budgetary Questions

(A/63/746/Add.10)

Request/recommendation	*Action taken to implement request/recommendation*
Facilities and infrastructure	
The Advisory Committee urged the Mission to expedite the signature of the second power generation contract. The lessons learned from the pilot arrangement at MINUSTAH should be documented and shared with other peacekeeping missions (para. 35).	The second power generation contract was signed on 14 April 2009. The related After Action Review was published in August 2009 on the website of the Best Practices Section and lessons learned were shared with other peacekeeping missions.
Quick-impact projects	
The Advisory Committee recognized the value of quick-impact projects as a means, inter alia, of providing direct assistance to the local population in the Mission area. The Committee stressed that such projects should be coordinated with other United Nations agencies or international organizations and that operational guidelines should be followed (para. 40).	The composition of the Project Review Committee has been expanded to include other United Nations entities and international organizations in order to enhance coordination and to avoid duplication of efforts.
Training	
The Advisory Committee supported the provision of appropriate training for national staff, since it contributes to building national capacity. With regard to international staff, however, the Committee was of the view that priority should be given to recruiting trained personnel with the skills required to accomplish the functions of the position for which they are hired. Accordingly, further justification of the need for the training courses for international staff listed in annex III should be provided to the General Assembly at the time of its consideration of the Secretary-General's proposals (para. 41).	All training courses attended by international staff are usually critical and mandatory for their duties, particularly in the areas of aviation, aviation safety and security. Priority is given to those with the relevant knowledge and experience. However, given the specific functions of the United Nations and its system in peacekeeping operations, newly recruited staff who do not possess the necessary qualifications will be required to participate in training to equip them with the skills they need to perform their functions.
Community violence reduction	
The Committee noted the community violence reduction programme and looks forward to receiving, in future submissions, more information on the results achieved (para. 46).	The 2010/11 budget reflects information on the community violence reduction programme of the Mission. To maintain the leverage attained through the expanded programme, the 2010/11 budget includes a proposed estimate of $9 million until the handover of the programme to the Government and relevant partners.

C. Board of Auditors

(A/63/5 (Vol. II), chap. II)

Request/recommendation	*Action taken to implement request/recommendation*
Unliquidated obligations	
The Board noted that an amount of $0.29 million had been cancelled because the Mission had not consulted with the Ministry of National Education and the Government had not given the necessary authorization for the planned activities in the approved project document. The Ministry of National Education already had an agreement with another institution to do the rehabilitation of the same site. This indicated that an obligation raised was inappropriate since there was lack of communication and no authorization for the planned activities in the approved project document. The Board recommended that the Administration ensure that MINUSTAH strictly comply with the requirements of the Financial Regulations and Rules of the United Nations and the Procurement Manual relating to the criteria for the creation of obligations (paras. 31 and 34).	The Mission will ensure that established criteria for creating and approving obligations pertaining to community violence reduction and quick-impact projects are adhered to.
Processing time delays at Headquarters	
In the Procurement Division, the procurement exercise for the provision of aviation and ground fuel to MINUSTAH lasted more than 600 days and had not been finalized yet up to October 2008. As a result, the mission had no option but to extend the original contract and to increase the not-to-exceed amounts several times. The Board recommended that the Administration finalize the procurement process for the provision of fuel to the missions (paras. 123 and 124).	The Procurement Division is pursuing the establishment of the respective long-term fuel contracts. Meanwhile, a one-year contract has been established for the provision of gasoline, diesel and kerosene until 24 June 2011.
Storage control and warehouse management	
The Board noted that the transport warehouse did not have enough shelves or storage bins. As a result, several spare parts had remained in boxes. The warehouse management indicated that a request to the Engineering Section for shelves in the warehouse had been submitted but that no action had been taken on its request (para. 204).	Shelves were received from the Supply Section, which enabled the Transport Section to properly store the spare parts that were found in boxes at the time of the audit visit. Items have since been shelved and assigned bin locations. The audit recommendation has been reported and completed since 19 January 2009.

Discrepancies and follow-up

The Board noted that the follow-up on non-expendable property discrepancies had not been performed in a timely manner at MINUSTAH. The Board recommended that the Administration ensure that: (a) discrepancies are promptly investigated; and (b) corrective action is taken to avoid a recurrence (paras. 221 and 222).

The Mission agrees with the recommendation of the Board and has informed the Board that follow-up actions will be taken, including the updating of the asset register in the Galileo system to correct discrepancies in a timely manner.

Aviation safety

The Board recommended that the Administration ensure that MINUSTAH take appropriate measures to utilize the amounts budgeted for rescue firefighting services and meteorological services (paras. 346, 347 and 348).

The training provided on rescue and firefighting services will be delivered during February 2011 by a training consultant. In-house training is provided to Mission staff by the Fire Safety Unit, contracted firefighters and Security Officers on an ongoing basis. The Fire Safety Unit will send one Fire Safety Officer to an accredited aviation training centre for certification on operational air crash rescue services (firefighting) in December 2011. Meteorological equipment was not acquired by the Mission in 2009/10 for the following reasons: (a) the Air Terminal Unit did not issue specific requirements on which equipment to purchase; (b) delays in the recruitment of the Chief of the meteorological subunit; and (c) the occurrence of the earthquake, which resulted in a shift in the priorities of the Mission.

The Board reiterated its previous recommendation that the Administration provide adequate funds to MINUSTAH for specialized training courses relating aviation safety matters (para. 351).

The staff of the Aviation Safety Unit participated in: specialized training at the end of 2008; an aviation safety seminar in April 2009; and specialized training in May 2010. They are scheduled to attend the next aviation safety seminar at UNLB in October 2010.

Security for the server room

The Administration agreed with the Board's recommendation that it ensure that MINUSTAH: (a) install fire prevention equipment in its disaster recovery and server rooms; and (b) maintain the servers in secured premises to which access is restricted only to authorized personnel (paras. 367, 368 and 369).

Installation of fire prevention equipment in the disaster recovery and server rooms (Data Centre) is currently ongoing and will be completed in October 2010.

An electronic door access system with access restricted to authorized personnel only has been installed in Mission's Data Centre and disaster recovery sites.

Gender balance

The achievement of gender balance in the workplace continues to remain a challenge for peacekeeping. For example, overall gender balance statistics of MINUSTAH indicated that it had 17 per cent female representation in its staff complement as at 30 June 2008. The Administration agreed with the Board's reiterated recommendation that it intensify its effort to achieve the target of a 50/50 gender balance (paras. 399 and 400).

MINUSTAH reiterates its previous response that it is making efforts, in coordination with Headquarters, to improve gender balance in the Mission. One specific measure already in place is to give priority to selecting female candidates over male candidates for vacant posts.

Training and performance appraisal system	
MINUSTAH had not established a management review committee or a joint monitoring committee as required by the Human Resources Manual (para. 418).	The Mission is in the process of establishing the management review committee and the joint monitoring committee.
Project implementation	
The Board also noted that some quick-impact projects had not been completed within the expected date. At MINUSTAH, of 25 sampled quick-impact projects, 18 had not been completed within the expected date. In addition, 15 projects, or 60 per cent, had still not been completed at the time of the audit, even though their expected completion date had passed. The Board also noted that there were no appropriate monitoring procedures established to track the actual implementation date of the projects (para. 446).	The Civil Affairs and Finance Sections of the Mission are coordinating on measures to ensure that implementing partners are notified as soon as the funds have been transferred to their account or cheques are ready for collection. This will be important for MINUSTAH in order to monitor the start of the project as soon as the funds are received. Some reports on the impact of the projects are included in the final narrative reports of the projects in the weekly regional reports. Civil affairs officers in the field assess the impact of projects through visits and close contact with implementing partners. These reports will be included and reflected in the quick-impact project database to ensure better tracking of actions to be taken and impact of projects.

D. Office of Internal Oversight Services

(A/63/302, Part II)

Request/recommendation	*Action taken to implement request/recommendation*
Governance risk	
An audit of the results-based-budgeting portfolio of evidence in MINUSTAH found that some of the supporting documentation for performance reports was incomplete and inaccurate (para. 28).	Every effort is being made to ensure the accuracy of supporting documentation for performance reports, especially after the earthquake of 12 January 2010, when a great deal of the documentation was lost. Concerned sections are doing their best to reconstruct the archive, and conditions for the safe custody of documentation have been instituted, including the use of electronic archiving.
Compliance risk	
In the horizontal audit of the procurement of core requirements in 10 peacekeeping missions, OIOS identified areas for improving internal controls in the procurement and reporting of core requirements. MINUSTAH had not fully complied with a delegation of authority statute which requires that missions submit a report, within a specific time frame, to the Department of Field Support and the Department of Management with the procurement of core requirements exceeding	MINUSTAH is now fully compliant, as the procurement of core requirements of $200,000 and above are now reported and submitted to the Department of Field Support and the Procurement Division regularly and in a timely manner.

$200,000. Non-compliance with reporting requirements could impede effective monitoring of the delegation of authority and risk abuse of authority (para. 42).

Financial risk

An audit of the financial management of projects in MINUSTAH revealed that, although the Mission had prepared draft procedures for the disbursement of funds to disarmament, demobilization, reintegration and community violence reduction projects, those procedures were pending Department of Peacekeeping Operations/ Department of Field Support approval. As a result of the delayed approval, the Mission went ahead with the disbursement of approximately $440,000 to staff responsible for various projects to procure goods and services on behalf of the United Nations, without the required authorization of the Department of Management. There was thus the risk of financial loss to the Organization (para. 49).

Audits of financial management projects in MINUSTAH found that the project implementation had been delegated to partner agencies that did not have the relevant capacities and experience to properly execute the work. As a result, the implementation of many projects was severely delayed. For example, more than 70 per cent of disarmament, demobilization and reintegration and community violence projects implemented by MINUSTAH had taken eight months or longer to complete, rather than the three months stipulated by existing policies. The Mission's failure to adequately assess the ability of the concerned executing agencies to provide substantive and financial management of these projects is largely at fault for the delays. OIOS recommended that the missions establish appropriate mechanisms and procedures for the financial management of projects, including thorough reviews of proposed projects (para. 51).

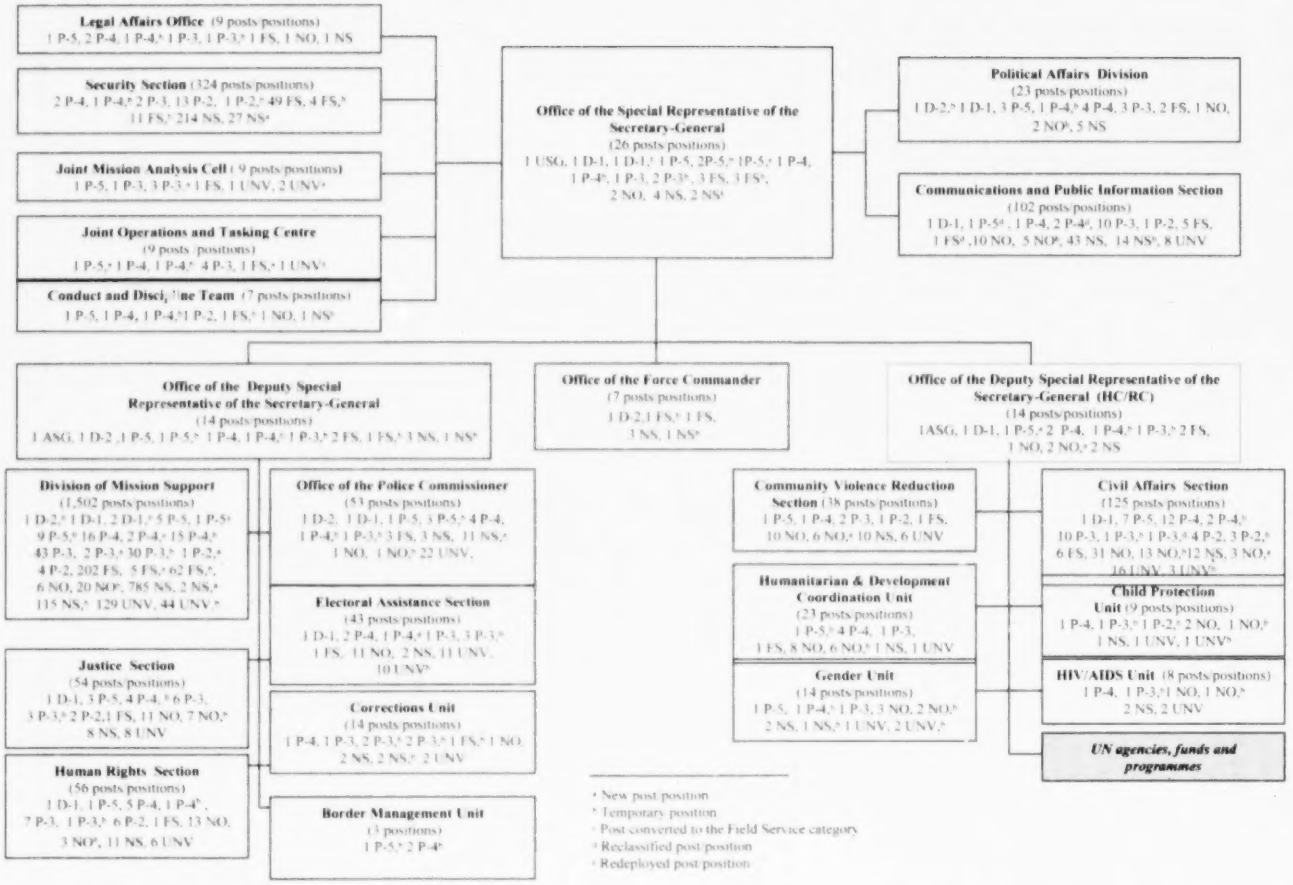
MINUSTAH has established standard operating procedures for the substantive and financial management of the community violence reduction projects, which were approved by the Special Representative of the Secretary-General in December 2008. The implementation of the community violence reduction projects has been based on the guidelines as indicated in the standard operating procedure. The Board was apprised of this new operational environment in December 2008.

The quick-impact projects guidelines and policy directive were established and put in place in 2007.

Annex I

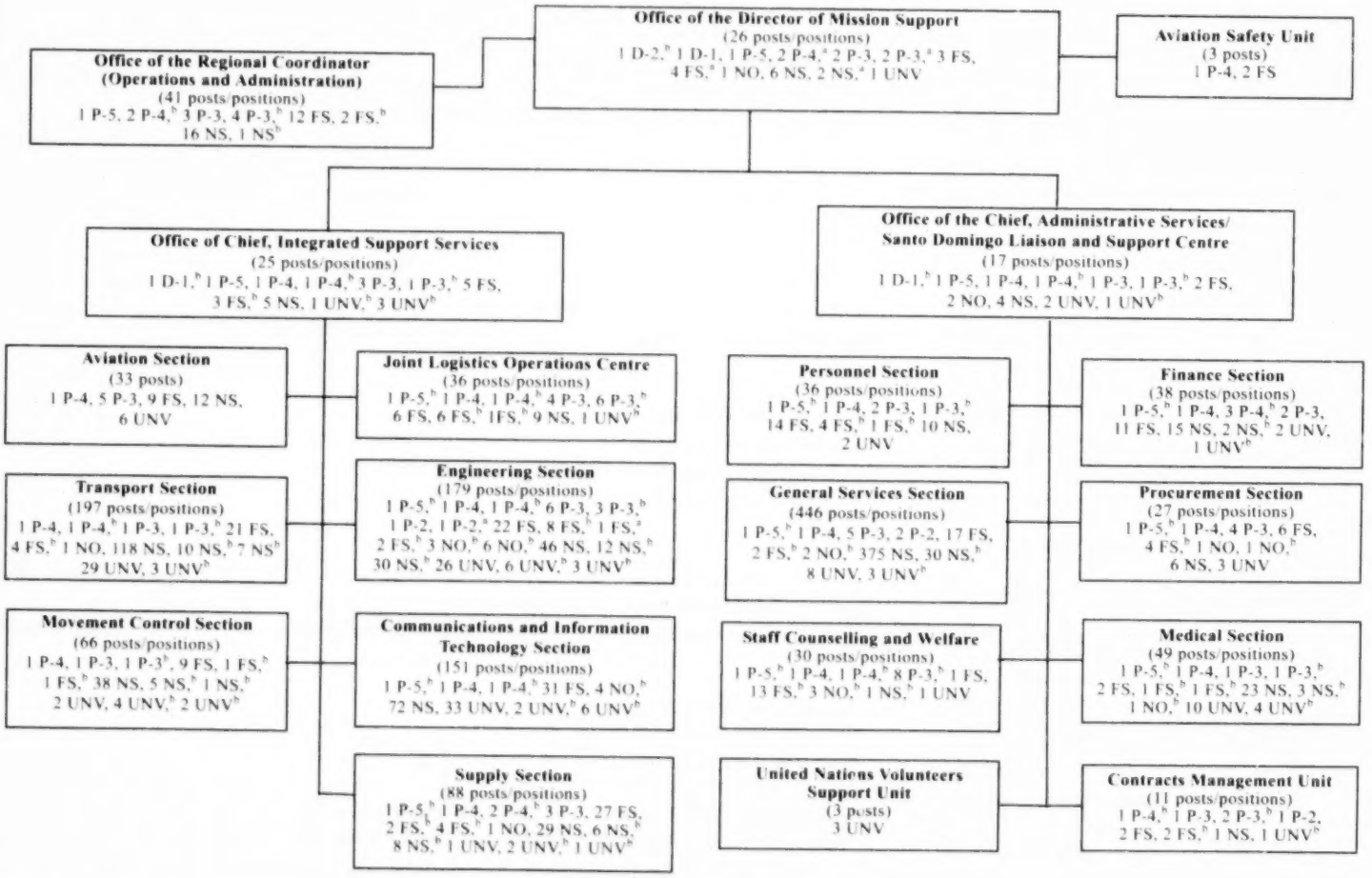
Organizational charts

A. United Nations Stabilization Mission in Haiti


Legal Affairs Office (9 posts/positions)
1 P-5, 2 P-4, 1 P-4,[a] 1 P-3, 1 P-3,[a] 1 FS, 1 NO, 1 NS
Security Section (324 posts/positions)
2 P-4, 1 P-4,[a] 2 P-3, 13 P-2, 1 P-2,[c] 49 FS, 4 FS,[a] 11 FS,[c] 214 NS, 27 NS[a]
Joint Mission Analysis Cell (9 posts/positions)
1 P-5, 1 P-3, 3 P-3,[a] 1 FS, 1 UNV, 2 UNV[a]
Joint Operations and Tasking Centre (9 posts/positions)
1 P-5,[a] 1 P-4, 1 P-4,[a] 4 P-3, 1 FS,[a] 1 UNV[a]
Conduct and Discipline Team (7 posts/positions)
1 P-5, 1 P-4, 1 P-4,[a] 1 P-2, 1 FS,[a] 1 NO, 1 NS[a]
Office of the Special Representative of the Secretary-General (26 posts/positions)
1 USG, 1 D-1, 1 D-1,[c] 1 P-5, 2P-5,[a] 1P-5,[c] 1 P-4, 1 P-4[b], 1 P-3, 2 P-3[a], 3 FS, 3 FS[a], 2 NO, 4 NS, 2 NS[a]
Political Affairs Division (23 posts/positions)
1 D-2,[a] 1 D-1, 3 P-5, 1 P-4,[a] 4 P-4, 3 P-3, 2 FS, 1 NO, 2 NO[a], 5 NS
Communications and Public Information Section (102 posts/positions)
1 D-1, 1 P-5[a], 1 P-4, 2 P-4[a], 10 P-3, 1 P-2, 5 FS, 1 FS[a], 10 NO, 5 NO[a], 43 NS, 14 NS[a], 8 UNV
Office of the Deputy Special Representative of the Secretary-General (14 posts/positions)
1 ASG, 1 D-2, 1 P-5, 1 P-5,[a] 1 P-4, 1 P-4,[a] 1 P-3,[a] 2 FS, 1 FS,[a] 3 NS, 1 NS[a]
Office of the Force Commander (7 posts/positions)
1 D-2, 1 FS,[a] 1 FS, 3 NS, 1 NS[a]
Office of the Deputy Special Representative of the Secretary-General (HC/RC) (14 posts/positions)
1 ASG, 1 D-1, 1 P-5,[a] 2 P-4, 1 P-4,[a] 1 P-3,[a] 2 FS, 1 NO, 2 NO,[a] 2 NS
Division of Mission Support (1,502 posts/positions)
1 D-2,[a] 1 D-1, 2 D-1,[a] 5 P-5, 1 P-5[a], 9 P-5,[a] 16 P-4, 2 P-4,[c] 15 P-4,[a] 43 P-3, 2 P-3,[a] 30 P-3,[c] 1 P-2,[a] 4 P-2, 202 FS, 5 FS,[a] 62 FS,[c], 6 NO, 20 NO[a], 785 NS, 2 NS,[a] 115 NS,[c] 129 UNV, 44 UNV[a]
Office of the Police Commissioner (53 posts/positions)
1 D-2, 1 D-1, 1 P-5, 3 P-5,[a] 4 P-4, 1 P-4,[a] 1 P-3,[a] 3 FS, 3 NS, 31 NS,[a] 1 NO, 1 NO,[a] 22 UNV,
Electoral Assistance Section (43 posts/positions)
1 D-1, 2 P-4, 1 P-4,[a] 1 P-3, 3 P-3,[a] 1 FS, 11 NO, 2 NS, 11 UNV, 10 UNV[a]
Justice Section (54 posts/positions)
1 D-1, 3 P-5, 4 P-4, [a] 6 P-3, 3 P-3,[a] 2 P-2,1 FS, 11 NO, 7 NO,[a] 8 NS, 8 UNV
Corrections Unit (14 posts/positions)
1 P-4, 1 P-3, 2 P-3,[a] 2 P-3,[c] 1 FS,[a] 1 NO, 2 NS, 2 NS,[a] 2 UNV
Human Rights Section (56 posts/positions)
1 D-1, 1 P-5, 5 P-4, 1 P-4[b], 7 P-3, 1 P-3,[a] 6 P-2, 1 FS, 13 NO, 3 NO[a], 11 NS, 6 UNV
Border Management Unit (3 positions)
1 P-5,[a] 2 P-4[a]
Community Violence Reduction Section (38 posts/positions)
1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 FS, 10 NO, 6 NO,[a] 10 NS, 6 UNV
Humanitarian & Development Coordination Unit (23 posts/positions)
1 P-5,[a] 4 P-4, 1 P-3, 1 FS, 8 NO, 6 NO,[a] 1 NS, 1 UNV
Gender Unit (14 posts/positions)
1 P-5, 1 P-4,[a] 1 P-3, 3 NO, 2 NO,[a] 2 NS, 1 NS,[a] 1 UNV, 2 UNV,[a]
Civil Affairs Section (125 posts/positions)
1 D-1, 7 P-5, 12 P-4, 2 P-4,[a] 10 P-3, 1 P-3,[a] 1 P-3,[c] 4 P-2, 3 P-2,[a] 6 FS, 31 NO, 13 NO,[a] 12 NS, 3 NO,[a] 16 UNV, 3 UNV[a]
Child Protection Unit (9 posts/positions)
1 P-4, 1 P-3,[a] 1 P-2,[a] 2 NO, 1 NO,[a] 1 NS, 1 UNV, 1 UNV[a]
HIV/AIDS Unit (8 posts/positions)
1 P-4, 1 P-3,[a] 1 NO, 1 NO,[a] 2 NS, 2 UNV
UN agencies, funds and programmes
[a] New post/position
[b] Temporary position
[c] Post converted to the Field Service category
[d] Reclassified post/position
[e] Redeployed post/position

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; No, National Officer; NS, national General Service staff; UNV, United Nations Volunteer.

B. Mission Support Division


Office of the Director of Mission Support
(26 posts/positions)
1 D-2,[b] 1 D-1, 1 P-5, 2 P-4,[a] 2 P-3, 2 P-3,[a] 3 FS,
4 FS,[a] 1 NO, 6 NS, 2 NS,[a] 1 UNV
Aviation Safety Unit
(3 posts)
1 P-4, 2 FS
Office of the Regional Coordinator
(Operations and Administration)
(41 posts/positions)
1 P-5, 2 P-4,[b] 3 P-3, 4 P-3,[b] 12 FS, 2 FS,[b]
16 NS, 1 NS[b]
Office of Chief, Integrated Support Services
(25 posts/positions)
1 D-1,[b] 1 P-5, 1 P-4, 1 P-4,[b] 3 P-3, 1 P-3,[b] 5 FS,
3 FS,[b] 5 NS, 1 UNV,[b] 3 UNV[b]
Office of the Chief, Administrative Services/
Santo Domingo Liaison and Support Centre
(17 posts/positions)
1 D-1,[b] 1 P-5, 1 P-4, 1 P-4,[b] 1 P-3, 1 P-3,[b] 2 FS,
2 NO, 4 NS, 2 UNV, 1 UNV[b]
Aviation Section
(33 posts)
1 P-4, 5 P-3, 9 FS, 12 NS,
6 UNV
Joint Logistics Operations Centre
(36 posts/positions)
1 P-5,[b] 1 P-4, 1 P-4,[b] 4 P-3, 6 P-3,[b]
6 FS, 6 FS,[b] 1FS,[b] 9 NS, 1 UNV[b]
Transport Section
(197 posts/positions)
1 P-4, 1 P-4,[b] 1 P-3, 1 P-3,[b] 21 FS,
4 FS,[b] 1 NO, 118 NS, 10 NS,[b] 7 NS[b]
29 UNV, 3 UNV[b]
Engineering Section
(179 posts/positions)
1 P-5,[b] 1 P-4, 1 P-4,[b] 6 P-3, 3 P-3,[b]
1 P-2, 1 P-2,[a] 22 FS, 8 FS,[b] 1 FS,[a]
2 FS,[b] 3 NO,[b] 6 NO,[b] 46 NS, 12 NS,[b]
30 NS,[b] 26 UNV, 6 UNV,[b] 3 UNV[b]
Movement Control Section
(66 posts/positions)
1 P-4, 1 P-3, 1 P-3[b], 9 FS, 1 FS,[b]
1 FS,[b] 38 NS, 5 NS,[b] 1 NS,[b]
2 UNV, 4 UNV,[b] 2 UNV[b]
Communications and Information
Technology Section
(151 posts/positions)
1 P-5,[b] 1 P-4, 1 P-4,[b] 31 FS, 4 NO,[b]
72 NS, 33 UNV, 2 UNV,[b] 6 UNV[b]
Supply Section
(88 posts/positions)
1 P-5,[b] 1 P-4, 2 P-4,[b] 3 P-3, 27 FS,
2 FS,[b] 4 FS,[b] 1 NO, 29 NS, 6 NS,[b]
8 NS,[b] 1 UNV, 2 UNV,[b] 1 UNV[b]
Personnel Section
(36 posts/positions)
1 P-5,[b] 1 P-4, 2 P-3, 1 P-3,[b]
14 FS, 4 FS,[b] 1 FS,[b] 10 NS,
2 UNV
General Services Section
(446 posts/positions)
1 P-5,[b] 1 P-4, 5 P-3, 2 P-2, 17 FS,
2 FS,[b] 2 NO,[b] 375 NS, 30 NS,[b]
8 UNV, 3 UNV[b]
Staff Counselling and Welfare
(30 posts/positions)
1 P-5,[b] 1 P-4, 1 P-4,[b] 8 P-3,[b] 1 FS,
13 FS,[b] 3 NO,[b] 1 NS,[b] 1 UNV
United Nations Volunteers
Support Unit
(3 posts)
3 UNV
Finance Section
(38 posts/positions)
1 P-5,[b] 1 P-4, 3 P-4,[b] 2 P-3,
11 FS, 15 NS, 2 NS,[b] 2 UNV,
1 UNV[b]
Procurement Section
(27 posts/positions)
1 P-5,[b] 1 P-4, 4 P-3, 6 FS,
4 FS,[b] 1 NO, 1 NO,[b]
6 NS, 3 UNV
Medical Section
(49 posts/positions)
1 P-5,[b] 1 P-4, 1 P-3, 1 P-3,[b]
2 FS, 1 FS,[b] 1 FS,[b] 23 NS, 3 NS,[b]
1 NO,[b] 10 UNV, 4 UNV[b]
Contracts Management Unit
(11 posts/positions)
1 P-4,[b] 1 P-3, 2 P-3,[b] 1 P-2,
2 FS, 2 FS,[b] 1 NS, 1 UNV[b]

[a] New post/position.
[b] Temporary position.

Annex II

Information on funding provisions and activities of United Nations agencies, funds and programmes[a]

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Shelter	Improved living conditions of displaced persons	Provision of logistical, operational and technical support to resettle 600,000 of the 1.3 million displaced persons living in camps to durable shelter by December 2011	Lead: UNOPS Partners: Presidency of Haiti, ECHO, DFID Budget: $4 million; planned: additional $21.8 million
Public services	Increased access to schools in areas affected by the earthquake	Provision of logistical and technical support to 5,000 public schools	Lead: UNICEF Partners: UNOPS, Ministry of Education Budget: $467,000
	Increased access to health services in areas affected by the earthquake	Provision of logistical and technical support to rebuild 30 hospitals in three regions affected by the earthquake	Lead: UNOPS Partners: UNFPA, Ministry of Health Budget: $2.25 million; planned: additional $22.2 million
	Increased access to potable water in areas affected by the earthquake	Provision of logistical and technical support to build a potable water utility	Lead: UNDP Partners: UNOPS, UNICEF, IOM, Ministry of Public Works, National Directorate of Water and Sanitation Budget: $1.9 million; planned: additional $2 million
	Improved waste management and sanitation services	Provision of logistical and technical support for industrial waste management	Lead: UNEP Partners: Ministry of Public Works, National Directorate of Water and Sanitation Budget: $25,000; planned: additional $10 million

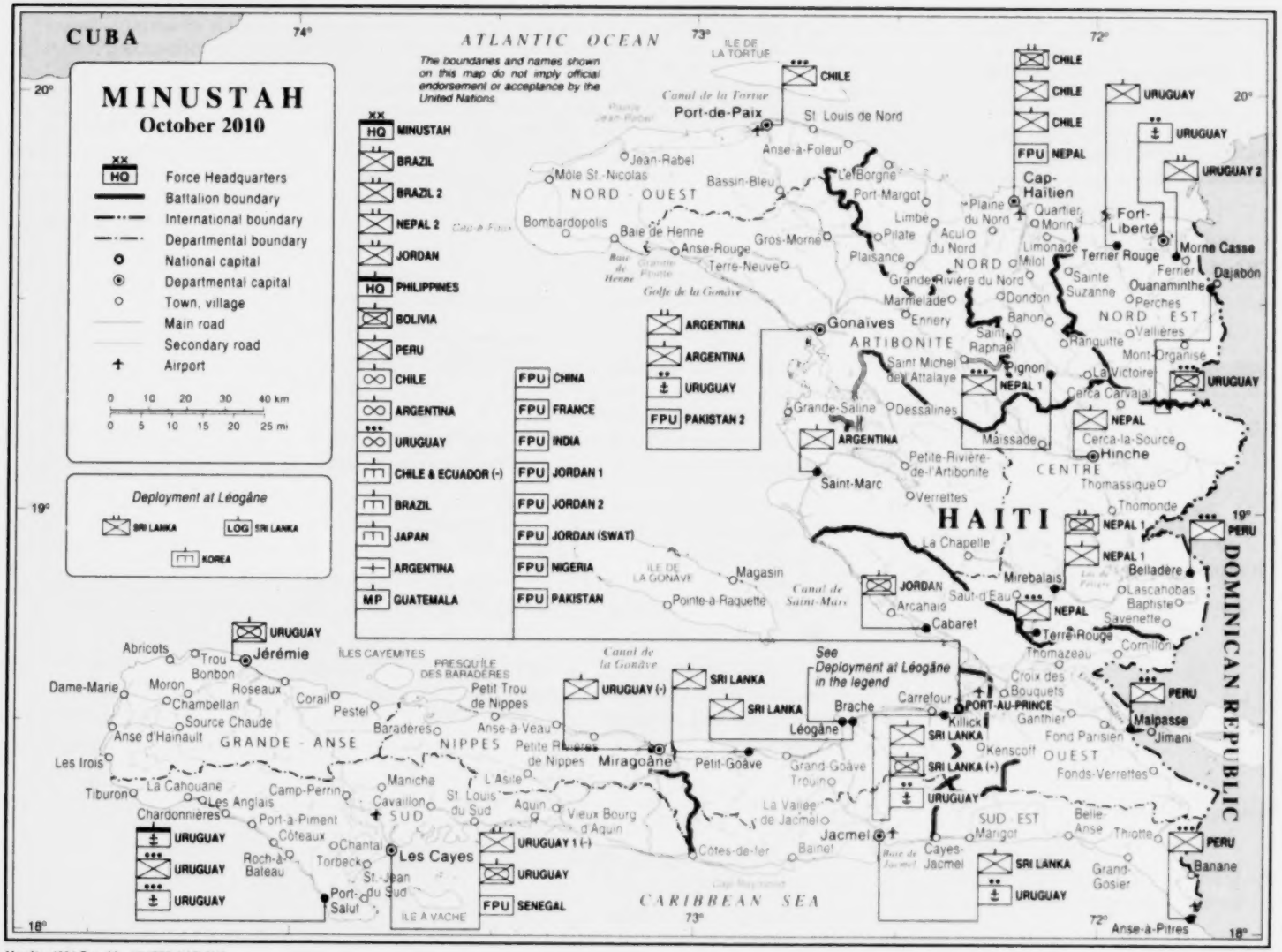
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		Provision of logistical and technical support for solid waste management	Lead: UNDP Partners: UNOPS, Ministry of Public Works, National Directorate of Water and Sanitation Budget: $2.58 million; planned: additional $5 million
	Increased access to electricity in areas affected by the earthquake	Provision of logistical and technical support for sustainable electricity supply	Lead: UNEP Partners: Ministries of Public Works and Environment Budget: $50,000; planned: additional $4 million
Reconstruction of areas affected by the earthquake	Removal and management of debris	Provision of logistical and technical support to debris removal operations Identification of sites for accumulation of debris	Lead: UNOPS Partners: UNDP, MINUSTAH, Government of Haiti Budget: $1.5 million
	Availability of land for public utility	Provision of technical and operational support for urban planning	Lead: UNDP Partner: Government of Haiti
	Increased availability of public infrastructure in areas affected by the earthquake	Provision of technical and logistical support to water and electricity utilities	Lead: UNOPS, UNDP Partners: UNICEF, Ministries of Health, Environment and Public Works, National Directorate of Water and Sanitation Budget: $635,000; planned: additional $14 million
	Rehabilitation of public and privately owned buildings	Provision of technical and logistical support to rehabilitation operations	Lead: UNOPS Partners: UNDP, IOM, UNICEF, Ministries of Health, Environment and Public Works, National Directorate of Water and Sanitation Budget: $2.68 million; planned: additional $11.3 million

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	Rehabilitation of roads	Provision of technical and logistical support to rehabilitation operations	Lead: UNOPS Partners: Ministries of Environment and Public Works Budget: $1.2 million; planned: additional $2.1 million
Disaster risk reduction and emergency preparedness	Increased civil protection capacity at the national and local levels	Provision of technical advice to Government officials and training of civil protection teams	Lead: UNDP Partners: UNOPS, IOM, UNFPA, MINUSTAH Budget: $3 million
	Increased risk mitigation and improved disaster recovery processes	Provision of logistical and technical assistance to increase decentralization of services and awareness	Lead: UNDP Partners: IOM, Ministries of Public Works, Environment and Rural Development Budget: $3.2 million
Spatial planning and local development	Improved planning and management capacities for regional development at the national and local levels	Provision of logistical and technical assistance to support census development and reforestation activities	Lead: UNFPA Partners: UN-Habitat, UNOPS, UNEP, UNDP, Ministries of Planning and Rural Development Budget: $11.8 million; planned: additional $4 million
Economic development	Increased job creation through labour-intensive public works	Provision of logistical, operational and technical support for labour-intensive projects targeting women and youth	Lead: UNDP Partners: UNOPS, IOM, UNFPA, MINUSTAH, Ministry of Public Works Budget: $26.3 million
	Increased agricultural income and productive employment opportunities in rural areas	Provision of logistical and technical assistance to support agricultural, farming and fisheries activities	Lead: FAO Partners: IOM, Ministries of Planning, Agriculture, Natural Resources and Rural Development Budget: $7.6 million

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		Provision of logistical and technical assistance to purchase fertilizers, seeds, tools and hardware	Lead: FAO Partners: IOM, Ministries of Planning, Agriculture, Natural Resources and Rural Development Budget: $18.3 million; planned: additional $28 million
Institutional development	Increased capacity for democratic governance of public officials elected in the 2010 legislative and 2011 local elections	Provision of logistical and technical support for elections and democratic governance	Lead: UNDP Partners: UNESCO, MINUSTAH Budget: $33 million
	Increased capacity of State institutions in the regions	Provision of logistical and technical support for decentralization and institutional capacity of local administrations	Lead: UNDP Partner: Ministry of Interior and Territorial Administration Budget: $2 million
	Improved facilities of police, justice and correctional institutions	Provision of logistical and technical support for rehabilitation and reconstruction of infrastructure damaged by the earthquake	Lead: UNDP Partners: UNOPS, MINUSTAH, Ministry of Justice and Public Security Budget: $5.1 million; planned: *additional* $3 million
	Accelerated reform of rule of law institutions	Provision of logistical and technical support for recruitment and training of State officials and Haitian National Police officers	Lead: UNDP Partners: UNOPS, UNFPA, MINUSTAH, Ministry of Justice and Public Security Budget: $1.5 million

Abbreviation: UNOPS, United Nations Office for Project Services; ECHO, European Commission Humanitarian Aid Office; DFID, United Kingdom Department for International Development; UNICEF, United Nations Children's Fund; UNFPA, United Nations Population Fund; IOM, International Organization for Migration; UNEP, United Nations Environment Programme; UNDP, United Nations Development Programme; UN-Habitat, United Nations Human Settlements Programme; FAO, Food and Agriculture Organization of the United Nations; UNESCO, United Nations Educational, Scientific and Cultural Organization.

[a] Overview of selected funding provisions and activities as at 13 July 2010, pending completion of the United Nations integrated strategic framework for Haiti. MINUSTAH and the United Nations country team began developing an integrated strategic framework proposal in mid-July 2010. The integrated strategic framework is set to replace the United Nations Development Assistance Framework as the reference document for the United Nations country team in Haiti for a period of 18 months ending in December 2011.



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Department of Field Support
Cartographic Section